

# *Sales* MANAGEMENT

## **WHY WE GIVE DISTRIBUTORS A VOICE IN TOP MANAGEMENT**

It's to avoid what Pressed Steel Car Co. spots as the No. 1 weakness in manufacturer-distributor relationships: Dictatorship. A distributor council applies "Democracy in Business" and is the heart of the sales organization for new Presteline electric ranges. See page 37.

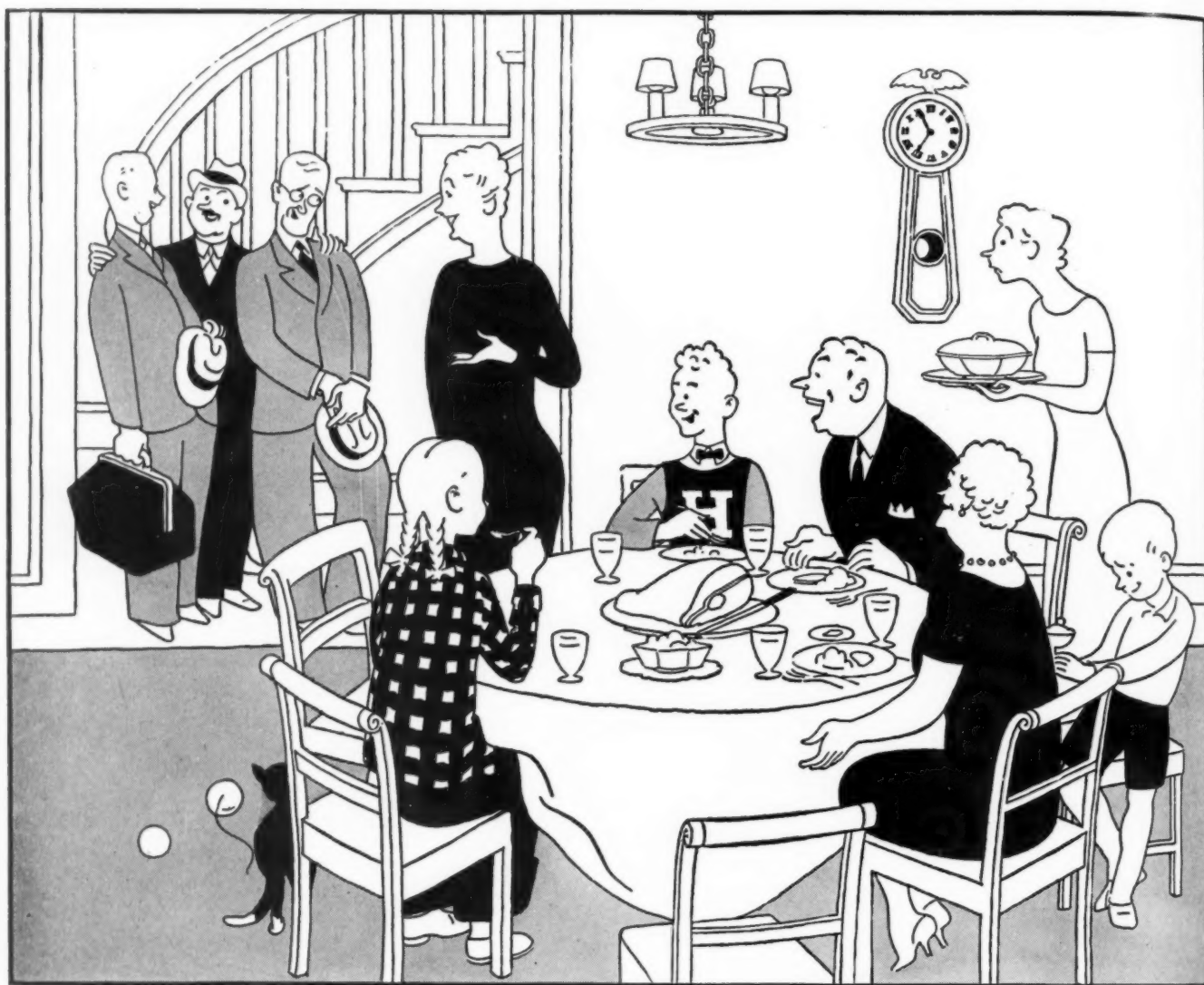
**24 WAYS TO PUT AN AUDIENCE TO SLEEP.** So you're going to make a speech? Perhaps you would like to check yourself against Dr. James F. Bender's list of 24 common platform sins. See page 42.

**OTHER FEATURES IN THIS ISSUE:** Decentralizing to nourish the product and management (see page 50) . . . No-holds-barred National Aviation Clinic (see page 112) . . . Other articles from Simmons, Ekco, Aldens, Lightolier and Shell Oil.



25 CENTS

NOVEMBER 1, 1946



## *They set a mighty good table every day in REDBOOK, Pennsylvania!*

And why shouldn't they? They spend over \$58,000,000 a year for food. And to snap up their appearance, they spend over \$7,000,000 in Pennsylvania drug stores.

Here is a group of 96,000 families who buy 44 million gallons of gasoline and 4 million quarts of oil and

over \$1,900,000 worth of tires.

Any advertising medium which will deliver that kind of a market at \$222 a page is a buy. That's the pro-rata page rate of Redbook—and it reaches every home in Redbook, Pennsylvania. It's an important addition to any advertising list.

**People who see the Redbook  
National Show have  
\$6,000,000,000 to spend  
(after taxes)**

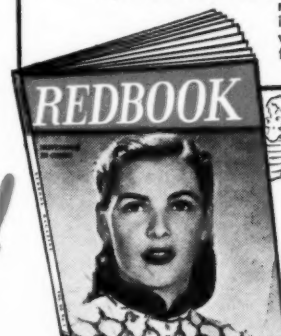
You can't afford to miss this young crowd of free-spenders. They pay \$4,000,000 a year just to see the 12 copies of Redbook which should carry your advertising. They buy a billion dollars worth of food and 134 million dollars worth of drugs and cosmetics.

And you can reach that responsive young market, 12 times in full black and white pages, for \$44,100.

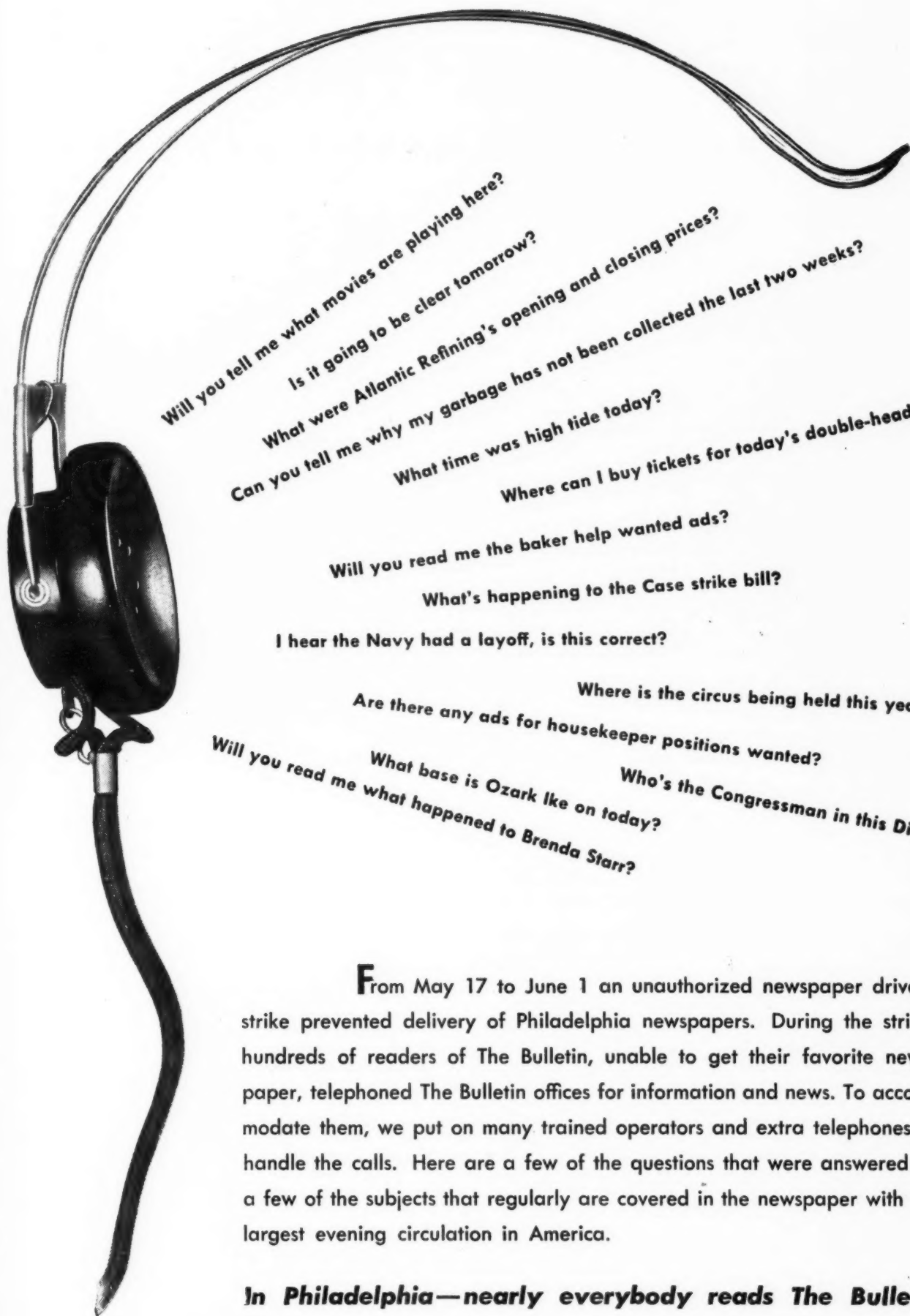
**HIT 'EM WHERE  
THEY LIVE.  
.....IN**

# **REDBOOK, U.S.A.!**

*Send for the Redbook State-by-State analysis of family buying power.  
Write or phone Redbook, 236 Park Avenue, New York 17, New York.*







Will you tell me what movies are playing here?

Is it going to be clear tomorrow?

What were Atlantic Refining's opening and closing prices?

Can you tell me why my garbage has not been collected the last two weeks?

What time was high tide today?

Where can I buy tickets for today's double-header?

Will you read me the baker help wanted ads?

What's happening to the Case strike bill?

I hear the Navy had a layoff, is this correct?

Where is the circus being held this year?

Are there any ads for housekeeper positions wanted?

What base is Ozark Ike on today?

Who's the Congressman in this District?

Will you read me what happened to Brenda Starr?

**F**rom May 17 to June 1 an unauthorized newspaper drivers' strike prevented delivery of Philadelphia newspapers. During the strike, hundreds of readers of The Bulletin, unable to get their favorite newspaper, telephoned The Bulletin offices for information and news. To accommodate them, we put on many trained operators and extra telephones to handle the calls. Here are a few of the questions that were answered on a few of the subjects that regularly are covered in the newspaper with the largest evening circulation in America.

**In Philadelphia—nearly everybody reads The Bulletin**

# *Sales* MANAGEMENT

## THE MAGAZINE OF MODERN MARKETING

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*November 2nd,  
Columbia's key station  
changes its call  
from WABC to*

# WCBS

***For the listener,*** America's foremost station thus becomes unmistakably associated with the network which has made it great.

***WCBS advertisers,*** local and national-spot, will profit from the explicit linking of station-call and network-call ... station program and network program ... station prestige and network prestige.

***CBS network advertisers,*** too, will share new advantages from this reinforced identity between network program and local outlet. For instance: national program promotion, in whatever form, is now *automatically* translated into localized promotion for more than 13 million people.

Sponsors and agencies already have recognized the compelling logic in this change.

Some of them ask why we didn't think to make it years ago.

We should have.

***Still 880 on your dial.  
Still the key station of the  
Columbia Broadcasting System***

On the same date, WABC-FM changes to WCBS-FM.

WCBW, Columbia's New York Television Station, changes to WCBS-TV.



# The Human Side

## COME JOSEPHINE . . .

If you live on the Eastern Seaboard, points north from Washington, don't think you have delusions of Advertisingitis (brought on by listening to too many radio commercials) when the heavens light up and spell, "Lana Turner in 'Beyond All Forgiveness'." Your bifocals won't be slipping you a Mickey—it's just Douglas Leigh, young spectacular—sign man, up to his old tricks again.

Mr. Leigh, who dreamed up the traffic-stopper which is the dancing beer sign on Broadway, read last fall that the Government was offering as surplus property, some Navy-K Airships and promptly decided to sell advertising to the skies. He made out a check for \$30,000 (original cost of the dirigibles, \$248,000) and went to work on lighter-than-air ideas. Rumor hath it that he sometimes wishes he'd stuck to Broadway "spectaculars" instead. Before the week was out he learned that the blimps had to be inflated with Helium (\$12,000 an inflate), that Helium is inclined to seep and each dirigible must be reinflated every year. Inspection and overhauling—another \$25,000 per blimp per year. Total maintenance for 12 months—\$150,000. Mr. Leigh groaned.

After living on black coffee for three days, while his staff thought of breaking in his door, he emerged into the cold light of day, barked out a string of orders and called in his electricians. Together they ran up some high-flown plans for hanging the dirigible with the largest running sign in the world. Now completed, it is 27 feet high, 170 feet long and has more than 10,000 bulbs to call your attention to Miss Turner's charms. We use Miss Turner's name advisedly. Mr. Leigh went out and sold M.G.M., for whom the lady works, on the idea of using one of the blimps on a yearly basis. (Cost to the studio—\$19,000 a month.) M.G.M. plans to use the ship from 4:30 P.M. to 12:30 A.M. each day, from Washington to New Haven.

Last week Mr. Leigh and M.G.M. asked the press down to Lakehurst, N. J., where the ships are berthed, for a christening by one of the studio's youngest glamor girls—Elizabeth Taylor. With Mr. Leigh directing the activities in his own "spectacular" manner, the occasion took on more significance than a wartime launching of a flat top. Like we said—keep a weather eye over the garden wall these evenings. Lana might drop by.

## STRICTLY FROM CORN

New York City, the wags have it, is exclusively populated by people who were born on farms, come to the city, and work 40 years to amass enough money to retire—to a farm!

The New York, New Haven and Hartford R.R., is fully cognizant of the fact. We came to the realization when, cutting through Grand Central the other day, we were brought to our heels by a large, gay sign which proclaimed that the railroad is running, on Saturdays this Fall, a special "Husking Bee Train." Titillated, we

made tracks up to the office of the N. H.'s advertising director. This affable gentleman, a Mr. Dann, gave us the low-down.

"The Husking Bee Train," quote he, "was abandoned during the war." Not, he added, because it was too flippant an idea for such serious times—simply because the New Haven was dragging out of retirement everything with wheels attached to move the Armed Forces and materiel of war. "Now," said Mr. Dann with evident satisfaction, "we've brought back this colorful and popular train."

The following Saturday, having wangled a Press pass, we joined 2,000 shrieking cliff-dwellers who had gathered at Grand Central, determined to a man, to have a good time. Ladies from the Bronx shrilled recipes for Cheese Blintzes back and forth to each other, a little covey of bobby-sockers were playing a reformed version of Tag up and down the platform, two young matrons indiffer-



STRICTLY POSED . . . the farmer's daughter of our picture lives on West 176th Street, New York City. She was amazed to discover that the corn didn't grow "uncovered." We met her on New Haven and Hartford's Husking Bee Train.

ently changed their progeny's didies. All had paid their \$5.00, which entitled them to a going-and-return trip to Kent, Connecticut, a baked bean dinner, and the dubious privilege of husking the local farmers' corn.

The trip up was made hideous with song; people toted paper cups of water up and down the aisle to each other; sailors in the special way of the men who follow the ships, lined up dinner-partners. Occasionally someone realized that the train was moving and bestowed 30-seconds-worth

SALES MANAGEMENT



**NOW...**

**know the man nobody knew!**

**A coast-to-coast survey by Dr. Starch X-Rays  
"The Man Who Reads the Pulps!"**

**NOW**—for the first time—a nationwide, comprehensive survey by Dr. Daniel Starch clears up all-too-common misconceptions of just who reads the pulps. Filled with concise, hard-hitting facts, specific marketing information, this lately released study gives surprising new data on cultural and economic levels of pulp readers—actual incomes, occupations, home ownership and value, number of cars, brand usage, hobbies—and more. ☆ This *personal interview* study of **THRILLING GROUP** readers also confirms one well-known fact about the pulp audience—*thorough readership*. 68% of those questioned read all or almost all of every issue. What a break for advertisers! Long life and high readability for ads, plus the now proven buying power of a mighty, plus-2,000,000\* man national market. ☆ Space buyers, account executives, sales and advertising managers will want to examine this new 1946 Starch study. Have your secretary phone, write or wire for full details.      \*ABC—2,385,055

## **THRILLING FICTION GROUP**

10 East 40th St., New York 16, N. Y.

Vanderbilt 6-4424

9 South Clinton St., Chicago 6, Ill.

Franklin 5494

NOVEMBER 1, 1946

# 243,760

*North Jersey Families  
have incomes of*

## \$3,000 to \$4,000

*. . . according to the recent  
report of New Jersey's Department  
of Economic Development*

# 239,378

*families now read the*

## NEWARK EVENING NEWS

*. . . net paid average for our  
first six months of 1946*



*"A top RETAIL SALES market of the U. S. A."*

of notice to the ripe, lush Connecticut countryside. Several hours later the train slowed down, then stopped and there was a mad rush for the doors. Kent, a small, typical New England village was suddenly overrun with 2,000 temporary additions to its population.

Some difficulty was encountered in getting the thundering horde to settle long enough for its hosts to invite it into dinner at the Grange Hall. Eventually the magic word "Food" spread around the mob and, tribe-like, the 2,000 moved on the Hall. After a ton of baked beans had made its way from pot to gullet and 2,000 inner-men had been coped with, the Husking Bee was announced.

We stood aside, being inconveniently near the door which led to the fields, and let our fellow-passengers stampede. Outside they fought for vantage husking points. Local farmers, delighted to get their husking done for



NOT FROM THE YOU-ALL BELT . . . this "Mammy" was brought-up in Yonkers. She sounded all her "R's," thought Syllabub was an Oriental Potentate—and she's a he. Oh, well.

free, provided the necessary know-how, and everyone pitched in with all the cooperation of a 19th century barn-raising.

As one old codger put it, "Keeps up like this we kin let the hired man go."

Soon the fields were piled high with husks, the red and gold ears of freshly shocked corn filled the Grange Hall. Inside the tuning-up of fiddles announced that the Square Dancing was about to take place. Expert callers put the mob through a couple of practice sets and from then on the sailors swung the matrons, the farmers swung their wives, the Bobby-sockers swung each other. Overhead, suspended from the rafters, the kerosene lamps also swung.

This year, like in the good old days, many of the passengers turned up in costume. Nor did our fellow-travellers confine themselves to rustic apparel—we didn't see a bumpkin all evening. But there was an Aunt Jemima, a bunch of truck drivers in women's clothes, a couple of Spanish Conquistadors and the inevitable Muscle-Man.

At 10:30 all-aboard was called. Reluctantly the passengers climbed on the train. "Yeh," said one, "I guess we got our money's worth." As the train pulled out we peered through our window. Several farmers were standing on the platform. Their expressions, to us, were rather like a cat's who has just dined on an especially toothsome Canary.



# NEWS REEL



GEO. A. GRAHAM, former Gillette Safety Razor Co. executive, joins Schick, Inc., as executive vice-president and a director of the company.



W. J. HEACOCK, the originator of the direct selling plan in the hearing aid industry, joins Telex, Inc., and is appointed sales manager.



R. B. KENTY, who joined Air Associates, Inc., Teterboro, N. J., in 1934, has been appointed vice-president in charge of domestic sales.



MADOLIN KENDALL BINGHAM joins Munsingwear, Inc., and is the company's second woman advertising and sales promotion director.



JOHN P. ROCHE has been named vice-president, general manager of sales and a director of the Heppenstall Co. of Pittsburgh, Pa.



A. F. McDOUGALD is the newly appointed sales manager of the Motor Coach Division of The White Motor Co., headquarters, Cleveland.



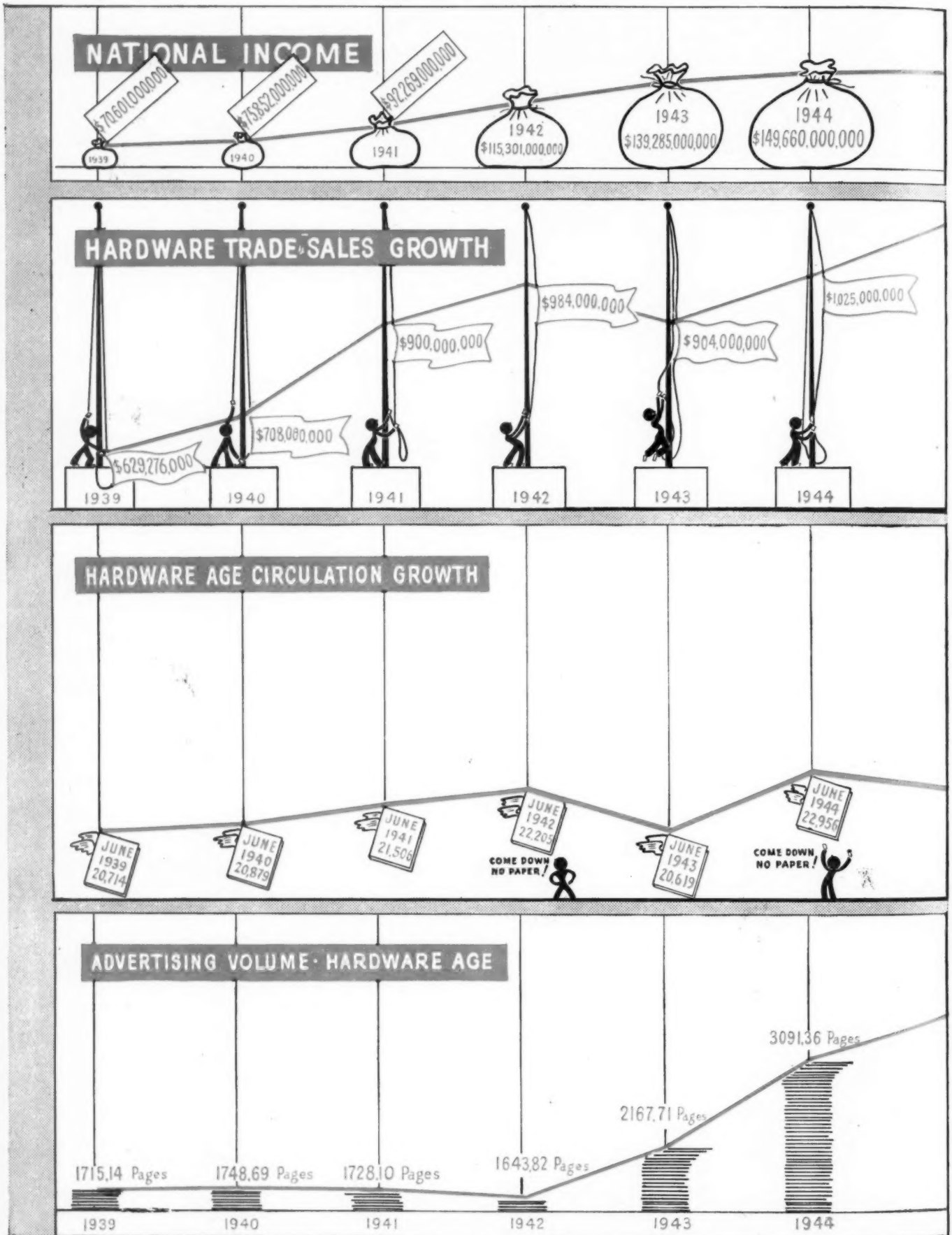
JOHN RAE, with the company for 16 years, has been named general sales manager of the Reliance Manufacturing Co., Chicago, Ill.

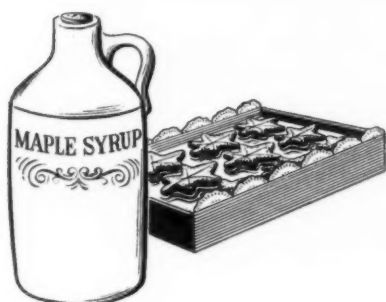


MORRIS L. FINNEBURGH has been appointed Northwest Region manager, Fountain-Cabinet Division, of The Liquid Carbonic Corp.

NOVEMBER 1, 1946

# How to get more of the





## HOW MANY ARE NATIVE NEW ENGLANDERS?

**25 Years in  
New England**

**WBZ**

**Boston**

**WBZA**

**Springfield**



NOVEMBER 1, 1946

You're right. Only the maple syrup. Just one out of four. Not an uncommon percentage, either. The six New England states, busy with trade and manufacture, still rely on outside sources for 75% of their day-to-day necessities!

Obviously, New England is a rich, receptive market for discerning advertisers. Most of this market, too, is readily reached by one great medium: Boston's 50,000-watt WBZ.

A few choice periods are available. Your NBC Spot Salesman will be glad to give you all the data. . both on WBZ and its synchronous companion-station, WBZA. These two make a powerful pair to build New England sales!

**Help Celebrate National Radio Week  
Nov. 24 - 30**

**WESTINGHOUSE RADIO STATIONS Inc**

KDKA • WOWO • KEX • KYW • WBZ • WBZA

National Representatives, NBC Spot Sales (except for KEX) • For KEX, Paul H. Raymer Co.



## Mr. Sales Manager—

HOW WOULD YOU LIKE...



**AN EXTRA HEAD  
ON YOUR SHOULDERS??**

YOU MAY RENT this unusual 25-year executive experience and use it as a confidential part of your own organization:

General Manager  
General Sales Manager  
Public Relations Director  
Sales Training Director  
Advertising Director  
Advertising Agency Owner

Nationally known public speaker; author of eight books; magazine writer; educator and lecturer.

**COUNSEL** in all phases of Distribution . . . Sales, Merchandising, Advertising, Sales Promotion, Sales Training, Public Relations . . . on Wholesale, Retail, Manufacturing, and Mail Order levels.

On what subjects would you like help? Use this Check List:

- \* National Sales Operations
- \* Departmental Organization
- \* Sales and Market Research
- \* Middle Management Training
- \* Dealer-Distributor Service
- \* Recruiting of Salesmen
- \* Selection of Salesmen
- \* Salesmen's Equipment
- \* Sales Stimulation
- \* Sales Letters & Bulletins
- \* Reports and Forms
- \* Sales Manuals
- \* Sales Training Courses
- \* Retraining and Refreshing
- \* Presentations & Portfolios
- \* Catalog Modernization
- \* Sales Meetings and Clinics
- \* Public Speaking Hints
- \* How To Use Direct Mail
- \* How To Use Advertising and Sales Promotion
- \* Public Relations for Employees, Distributors, Dealers, and Consumers.

Write or telephone . . .

### HARRY SIMMONS

Sales Consultant

Hotel Beacon, 2130 Broadway  
New York 23, N. Y.

(Telephone: TRafalgar 7-2500)



**BY T. HARRY THOMPSON**

The column has been at some pains to explain to a few of the cash customers that "racket" is a word used loosely by us hucksters to mean "business," and has, in fact, no connotation of racketeering. Frexample, in "Life in a Putty-Knife Factory," H. Allen Smith says New Yorkers always ask you: "What racket you in?". As the Latins say, *absit invidia* (no offense intended).

Larry Adler, the classical harmonica-player from Baltimore, would know what we mean by "living from Handel to mouth-organ."

Some of the new motor-cars which we have seen look like ferryboats; it's hard to tell the bow from the stern.

Incidentally, if Detroit wants to add something worth while, it might consider a lock for the car's radio. Then parking-lot attendants and car-washers in garages won't run your battery down by amusing themselves at the dial.

Tessie O'Paque thought the name of that radio program was: "People Are Phony."

Reading the foreign news makes me wonder if Wendell Willkie shouldn't have dropped an adjective into his book-title to make it: "One Stinking World."

John Cullinan, of Stewart, Hanford & Casler, Inc., Bloomington, Ill., sends me a transcript of a talk entitled: "Maverick Markets . . . Challenge to Selling." Quoteworthy: "Minds are markets! Right now, most of those minds have pretty hazy conceptions of the *names* of the products and devices for which their dollars are going to be spent. What is the result? American *brand*-consciousness is at low ebb. Today, they are

Maverick Markets . . . unbranded, unclaimed . . . yes, Gentlemen, *unsold!*"

Bob Graham, copy-chief at Gray & Rogers, sends along a recipe for a Russian Old-Fashioned: "NO sugar; NO bitters; NO orange; NO ice; NO liquor . . . and NO glass!"

Antlered animals were the original boneheads.

Horace Williams, advertising director of W. B. Saunders Company, medical publishers, reports a sign on a combination diner and filling-station in eastern Pennsylvania: "Eat Here and Gas Up."

If the barracks being built of second-hand lumber for veterans' housing are any sign, the boys can qualify as shack-troops.

Add antiphrastic similes: "As funny as an iron lung."

Most foreign nations want to put the bite on Uncle Sam for a few millions. Maybe the great seal of the U. S. should be revised to include the 3-ball symbol of the pawnbroker.

In the rockets' red glare over Sweden, the accent is on the Red.

Speaking of borrowing, the world-bank even got around to a Lend-Greece arrangement.

Cleopatra would have traded the Nile for nylons.

As this is written, Russia hasn't split the atom but she has split the world.

Month or so ago, Dean Acheson thought he was being paged, but it was just a bell-hop with hay-fever.

Now it can be told: Gene Talmadge was not invited to Father Divine's wedding.

Congressmen of both parties are essentially Capitologists.

The "snooperscope," says an ad, "sees at night." What have we here, a Peeping Tommy-gun?

And then, too, a station-wagon often reflects a man's station in life.

"No man can ever leave the Klan," said Senator Bilbo on the radio. No klan do.

SALES MANAGEMENT

HERE ARE A FEW OF THE REASONS

# Why The Chronicle is Houston's Leading Newspaper



**I**T TAKES many things to make a newspaper great... a newspaper which serves its people faithfully and well. Every department is vital. And from any standpoint... and in *every* department... The Chronicle has long measured up as Houston's leading newspaper.

The Houston Market  
*is sold*  
when your story  
*is told*  
... in The Chronicle

NOVEMBER 1, 1946



## The Houston Chronicle

R. W. McCARTHY, National Advertising Manager  
THE BRANHAM COMPANY, National Representatives

**MONEY**  
Makes a  
Market!



SALES MANAGEMENT'S 1946 "Survey of Buying Power" ranks Tacoma-Pierce County second among Washington State counties in effective buying income . . . in retail sales and population, too. Coverage of this primary market is a "must" —and that means putting the dominant Tacoma News Tribune on every newspaper schedule! Circulation now in excess of 60,000 daily.

**The TACOMA News Tribune**

REPRESENTED NATIONALLY BY LORENZEN & THOMPSON, INC.

Toronto, Canada

Dear Harry:

Don't let the little dicky-birds  
Betray you into cussing,  
And using naughty-naughty words  
In feeble, futile fussing.  
Procure a parrot trained at sea  
To shriek pure Anglo-Saxon,  
And at your window, set him free  
To tell 'em on his Klaxon.  
The birds will quickly understand  
And, though it is so early,  
They'll very soon disband their band  
And end the hurly-burly.  
And if Poll Parrot's raucous scold  
Should seem worse than the ill is,  
Adopt a ruse ('tis very old)  
That's sure to prove there still is  
A way to silence feathered pests  
Who chant at hours unholy,  
And send them packing to their nests  
To ponder on their folly.  
A solemn owl, well stuffed with straw,  
Who never toots "To whit, to whoop,"  
Will drive a scare down every maw  
If poised with outspread wings to swoop!

Believe me,  
John L. Love

Maybe Brazil will rename the dance "Uncle Samba" in honor of Gen. Eisenhower's recent good-will visit.

#### HEADLINE PARADE

You're asking for a good sock.—*Westminster Hosiery.*

What's so hot about elephants?—*Comptometer.*

Twenty People to a Bathroom.—*Article in "Better Homes & Gardens."*

Save it with soap!—*Fels-Naptha.*

Furniture with a flair for friendliness.—*Drexel Furniture Company.*

A little extra glass means a lot of extra charm!—*Pittsburgh Plate Glass Company.*

Now . . . watch me floor my mother-in-law.—*Wear-Ever Aluminum.*

Here's charm that cheers.—*The Western Pines.*

Hang 'em all!—*Moore Picture-Hangers.*

Elegance for eloquence.—*Shaffer's "Triumph" Desk-Sets.*

*Anticlimax Dep't:* Paul Burton reports the Grey-Line Bus program playing: "Waitin' for the Train to Come In." And I cackled when an Army Recruiting Band welcomed 50 inductees with: "All That Glitters Is Not Gold."

SALES MANAGEMENT



# Mrs. Somers says:



## Market Basket Wisdom

Mrs. Somers says:

THE foods that will be in abundance for October are many. Irish potatoes head the list, selling at very reasonable prices. Dry onions, too, will continue in liberal supply at economical prices. The fall harvest of celery will probably break all records with both Goldenheart and the high vitamin, green Pascal on hand. The latter is noted for its tinge of green (an indication of high vitamin values), its thick, meaty branches and its freedom from strings. The last of the ripe tomatoes and the usual abundant green tomatoes to be used up before frost should also predominate in your plans for October menus.



Some fruit items are also to be plentiful such as canned citrus juices, lemons, cooking, eating and general purpose apples and all at quite reasonable cost. Baked apples, applesauce, apple pie and cobbler, apple brown Betty and all the many delicious, popular American apple treats can be put back on the menu. Pears, too, will be plentiful for the 1946 pear crop is the largest in history, more than 34 million bushels. Most abundant in October are Bosc and fall Russet pears from the Pacific Coast. Locally Seckel pears, so fine for pickling and spicing, will be abundant, plus Keiffer and Northwestern Bartlett's. Get the latter for canning by mid-October or you'll lose out on the price factor.

Fall eggplants are in good supply and extra nice right now. So are cabbage, beets, carrots, sweet potatoes and squash. Use them plentifully. Hearty vegetables often will extend meat-scarce platters.

### Thrifty Buys

**Fresh Fish:** Carp, suckers, chubs and herring are in good supply.

**Vegetables:** Cabbage, summer squash, beets, dry onions, Irish potatoes.

### Moderate Items

**Fresh Fish:** Yellow perch, whitefish and yellow pike are in excellent supply.

**Vegetables:** Head lettuce, sweet potatoes, celery, carrots, leaf lettuce, green beans, to-

matoes both red and green, cucumbers, eggplant and okra.

**Fruit:** Bananas, fresh Italian prunes, grapefruit, peaches, watermelons, apples, average quality cantaloupe.

### Luxury Buys

**Fresh Fish:** Frozen cod fillets, lake trout, rosefish, haddock fillets and salmon are in good supply.

**Fruit:** Plums, cranberries and few avocados, pears and grapes.

**Vegetables:** Broccoli, Brussels sprouts and cauliflower.

...Irish potatoes at reasonable prices...fall harvest of celery will break all records...tomatoes should predominate in plans for October menus...eggplants in good supply...carp and chub are fish buys for frail budgets...broccoli and Brussels sprouts on the luxury list...

Every Friday morning in "Market Basket Wisdom"... Ethel Somers, food editor of The Sun, turns into a Kiplinger for kitcheneers, does a delicatessen Dow-Jones report on provender at every price level in the local markets, brings out the best in budgets by bringing out the best in buys, saves Chicago women time, money and tempers, too...

Because all Sun food features major in down-to-earth help for housewives... The Sun is a major food medium in the major Chicago market...

And though The Sun's one-third of a million circulation doesn't reach everybody in Chicago... it does reach the most responsive audience in town... women enough to make small ads in The Sun Food Directory pay out for over 160 independent neighborhood grocers... and deliver biggest days for several big city-wide chains!

Any Sun man can show you the first food buy in Chicago... i.e., any Friday issue of The Sun!

## • CHICAGO SUN

NATIONAL ADVERTISING REPRESENTATIVES:  
The Branham Company, New York, Chicago, Atlanta, Dallas,  
Detroit, Kansas City, Los Angeles, Memphis, St. Louis, San Francisco

## Resultful Direct Advertising

Planned, Created and Produced

by

**D. H. AHREND CO.**

has won

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**NATIONAL AWARDS**

*in the Last 4 Years*

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

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### WATCH ST. PETERSBURG GROW!

Its population (now 85,184) increased 42% since 1940. Its bank deposits increased 375%. Its retail sales are growing, too, and advertised products lead the parade.

The Tampa-St. Petersburg Market is one of the best in the South—and St. Petersburg is 40% of it, reached only through its own daily newspapers. No outside newspaper has as much as 400 average daily circulation here.

**ST. PETERSBURG, FLORIDA  
TIMES (M & S) and  
INDEPENDENT (E)**

Represented nationally by

**Theis & Simpson Co., Inc.**

In Florida by V. J. O'Hanra, Jr., Jacksonville

## WASHINGTON BULLETIN BOARD

### Price Discriminations

Is it true that Government policy is aimed at eliminating advertising allowances, quantity discounts, and similar practices?

Up-coming legislative proposals aimed at restricting these practices are likely to have the support of the Federal Trade Commission, and probably of President Truman who has a keen interest in FTC procedures dating back to his days in the Senate. Rep. Wright Patman (D., Tex.), perennial foe of "chain store methods," has announced he will introduce in the next Congress an amendment to the Robinson-Patman Act prohibiting distributors from giving more favorable terms to large buyers than to small ones. The present law does not require a seller to reveal prices, quantity discounts or other terms.

Of his proposal, Rep. Patman says: "With the elimination of illegal price discriminations in the form of advertising allowances, free goods and excessive quantity discounts, the smaller dealers in the cities, rural districts and cross-roads will be able to more than hold their own."

### The Lid Is Still On

With the Administration's abandonment of the price control program, what happens to consumer credit controls?

For the present, the lid is still on consumer credit controls. However, renewed demands for relaxations will soon start pouring in from members of Congress and will reach such proportions soon after Congress convenes in January as to force relaxation by the Federal Reserve Board. Fair treatment of veterans who still have to buy necessary and high-price household goods will be the theme.

Present Administration policy is expressed in a memorandum on the Economic Outlook, issued in mid-October by FRB Chairman Marriner S. Eccles: "Speaking of the general credit situation, there is no reason under present conditions for reducing margin requirements on stock market trading or for relaxing consumer

credit restraints on durable consumer goods in short supply." John R. Steelman, Reconversion Director, issued a statement citing the fact that charge accounts were at an all-time peak of \$2,300,000,000 as of June 30 and that even with Regulation W, consumer credit outstanding stood at \$7,800,000,000—up 35% over the year before.

Eccles' memorandum also warned against excessive inventories: "Inventories have always risen sharply in any up-swing. . . . They are almost certain to become excessive. Total inventories lately have been rising at an annual rate of \$5 billion and are now close to a point where it is important to prevent excessive accumulation. The less we overshoot the mark, the smaller the readjustment that will later be necessary."

### Decontrol Procedures

Is there any way of telling just what will be affected by the Presidential speed-up of decontrol procedures?

Best consensus of Government agencies, after the Presidential announcement that decontrols would be speeded up, was that items most likely to remain under control the longest would include: automobiles, scarce household furnishings, shoes, clothing, textiles, washing machines, sewing machines, sugar, candy and soft drinks, and newsprint.

Apparently scheduled for earliest decontrol action were most bakery and food products and such others as cosmetics, furs (This in no way affects excise taxes.), vacuum cleaners, electric ranges, gas ranges, water heaters, women's hosiery, toilet paper and tissue paper, tea, cocoa, whiskey, beer, numerous machinery items, trucks and farm tractors.

In general, sales and advertising plans can be laid along these lines for 1947. What happens to prices, production and labor demands during the remainder of the year will determine the mood of Congress when it reconvenes—and around all those factors will revolve the quick dropping of all controls early in 1947. An approach to runaway inflation will complicate business for the whole year because

**SALES MANAGEMENT**

*the airlines are big business —  
keeping them informed is our business*



CONTROL TOWER — LA GUARDIA FIELD

NOVEMBER 1, 1946





## INDUSTRIAL LONG BEACH CALIFORNIA..

*a Marketing Must!*

Long Beach, focal point for national industrial expansion! . . . Long Beach,\* the most prosperous major city in the nation! . . . Long Beach, California, with its oil, its harbor, its aviation, its tourists, its new basic industries, is **truly** a Marketing Must!

And the Press-Telegram, with circulation records constantly reaching new peaks, commands the attention and respect of this city's hard-working, buying citizens. A winning combination on a big scale!

\*Sales Management's 1946 Survey of Buying Power

*Press-Telegram*



REPRESENTED NATIONALLY BY WILLIAMS, LAWRENCE & CRESMER  
LOS ANGELES • SAN FRANCISCO • DETROIT • CHICAGO • NEW YORK

### MERCHANDISING DISPLAYS with Beauty, Function, and Force

## Quick Pick-Up

DISPLAY GUILD matches the personality of your product with displays that encourage quick pick-up for swift sales. Metal merchandisers, cabinets, stands and dispensers are fabricated with original and skillful technique to spur the buying action. Let us help you plan your post-war displays now.



Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor - Business Exhibits

a great many controls will still be in effect and many alarmed demands for return to other controls will be heard. No complete relief from "confusion on the Potomac" is in sight, yet.

### Farms Are a Big Market

Does mechanization of farms spell a smaller farm market?

Agriculture has almost doubled in book value since 1940, the Federal Reserve Bulletin states, or from 53 billions to 101 billions.

In 1945 the value of the farm plant jumped 12%, and in six years it jumped 40 billion dollars. In 1945, creditors' claims dropped 700 million dollars. Farm real estate was valued at 56.6 billion, against 50.3 billion a year ago, and 33.6 billion in 1940.

A total of 11 million people were employed on farms on September 1, the Department of Agriculture advises. The farm as a market thus maintains its importance.

It is to be noted that whereas agricultural output is the highest in history (most observers expect some drop this year, but a comparatively small one) the record has been made with fewer workers. Tractors on the farms have jumped from a quarter-million in 1920 to over two million now, and if they were available it is likely the number would leap over the three million mark.

While some economists deplore the lessening of manpower on the farms, others point out that increased use of farm machinery will stabilize output, so that the farmers tomorrow will not suffer the recession that occurred after World War I. In other words, Washington officials believe that the country districts offer not only substantial markets for all kinds of farm and home merchandise, but that they will continue to do so.

### Trade-Mark Regulations

What is the status of new regulations under the Lanham Trade-Mark Act?

The actual regulations are only in the preliminary stage as yet, since the Act does not become effective until July 5, 1947. A very important point, however, is the fact that Caspar W. Ooms, U. S. Commissioner of Patents, has asked advertisers, merchants, and interested lawyers to submit their suggestions as to the framing of the actual regulations required under the Act. This invitation presents an unprecedented opportunity for brand merchandisers and advertisers to get in some effective licks on problems which have bothered them in the past.

SALES MANAGEMENT



# SIGNIFICANT TRENDS

As seen by an editor of *SALES MANAGEMENT* for the fortnight ending November 1, 1946

## FIGURES CAN FOOL YOU

The volume of retail sales and services—as shown in the High-Spot Cities Department on page 142 is running well over double the 1939 total and they create an illusion of good business. But only part of it is good business. Part of it is very bad business indeed!

Experts of the Department of Commerce tell us that to date this year there has been an actual *decrease*—of 7%—in the units sold. But prices are up about 30% and so the dollar sales figures are still favorable.

We are not indicting our own figures; we are counseling readers to use them as they should be used, as twin measuring sticks. Look at them as indicators of *relative* gains between cities. The index figures show how one city compares with another in relation to the base year, 1939. The other measuring stick shows the approximate dollar value of goods sold and the chief usefulness of this column is to compare the relative *size* of the consumptive power of cities.

## RAILROADS AND AIRLINES SQUARE OFF

Recently the Southern Pacific Railroad took a crack at airline promotion which stresses the saving of time—promotion which is built around the dollar-hour cost study made by *SALES MANAGEMENT*.

Now other railroads are stepping in from the sidelines and swinging right and left. Starting last week the New York, New Haven & Hartford Railroad Co. began a campaign every day in the week in New York newspapers using 200-line ads with such illustrations as a man standing on his front porch carrying a suitcase and peering into a driving rain. He will be wondering—in type—whether the airplane will take off. Very soon the newspapers in every New England point at which New Haven has airline competition will carry similar ads.

And on every day that weather grounds planes, New Haven passengers will find in their seats a 5" x 7" booklet which tells the story of an outraged business man rushing on to a New Haven train after his plane was grounded. He is cursing the railroad because he and a lot of other airline refugees have crowded the train and find only a seat in a day coach. The punch line comes when a lovable old lady, who turns out to be a business woman, and in a hurry too, finishes an amusing sermon on haste makes waste. Then the business man is supposed to be resold on rail travel.

The airlines are not likely to take that kind of competition lying down.

## SELLING FROM THE TOP DOWN

Most sales executives believe instinctively in the principle of selling from the top down, instead of from the bottom up, but sometimes it is hard to find convincing proof for the salesman who is afraid to tackle the big guy.

NOVEMBER 1, 1946

Here's a true story which I think is very convincing:

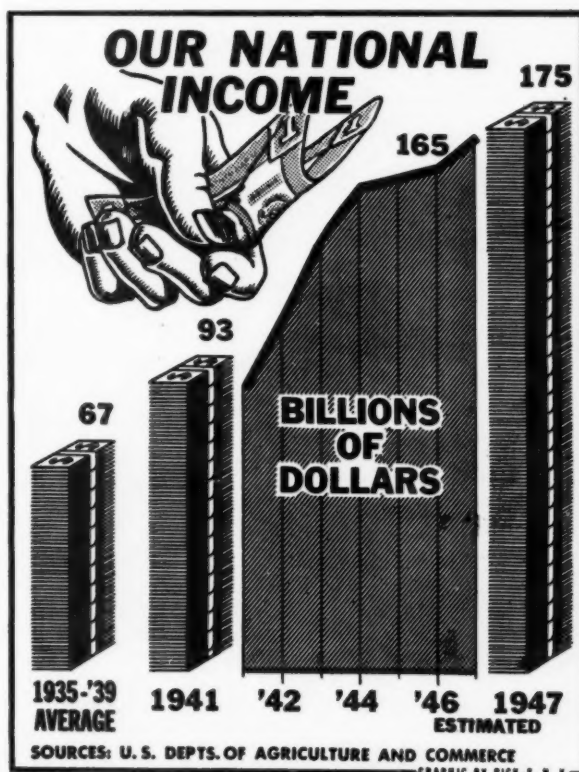
Harry Kline, advertising manager of the Alexander Hamilton Institute, recently counseled with a friend who was preparing a direct mail campaign on a photo-reproduction unit costing about \$250. When the letter was ready to be sent out Kline asked his friend about the mailing list and the answer was that the list was made up of purchasing agents and office managers. Kline urged them to send half of the letters to presidents and the other half to the list of purchasing agents and office managers. The owners were very skeptical but finally consented to a test mailing of 2,000 names in each list.

The same letter was used on both lists but the one to the presidents carried with it a red order form, while a blue order form went with the letters to office managers and purchasing agents. The campaign was highly successful—and a very high percentage of the orders were signed by purchasing agents.

But the significant part of the trial was that 78% of all orders came in on the red order blanks—the one which accompanied the letter to presidents.

## LET'S KEEP SOME CONTROL

Government controls are out or on the way out but business has a responsibility to keep its own prices reasonable, as does labor. Your editors describe that responsibility as they see it on page 148 of this issue under the heading, "Must It be Boom and Bust?"



With rising prices comes a rush to borrow money. Personal borrowing of money to be paid off in monthly instalments has soared some 50% since the A-Bomb fell on Hiroshima. Such debt today is conservatively estimated around 3.2 billions, which is more than a billion dollars above the August 1945 level. This is only a beginning since there has been such a scarcity of durable goods items for which customers are in the habit of going in debt.

There is plenty of evidence that the really big-time borrowing to buy autos and household appliances is still ahead. Loans for auto purchases are now only around \$400 million and were nearly \$2 billion in 1941. Finance companies, banks and credit unions see potential borrowing figures that make their eyes pop. They see outstanding instalment loans rising to \$12—\$15 billion by 1949.

One New York banker thinks that most of the borrowing to date has been caused by the great increase in prices. People are having to borrow just to make ends meet on day-to-day living costs. He sounds a note of sober warning: "With living expenses racing ahead of their earnings, they may be borrowing just because it's the easiest way to keep their heads above water pending a hoped for increase in pay or a cut in living costs."

Let's hope that our increases in the future may be in units *and* dollars, and not just in dollars, for that is the road to ruin.

## SPREADING OUT TOO THIN

H. M. Kelley, appliance sales manager of Frigidaire, points out that recent surveys show there is one major appliance dealer for every 435 homes in the country today. "Pre-war, there were in the United States about 25,000 major appliance dealers for 25,000,000 electric meters—or about 1 dealer for every thousand wired homes. Best estimates today show that there are between 50,000 and

60,000 dealers—not including chain stores expressing the desire to go into the appliance business."

That spells trouble. Many of these dealers will go bankrupt—and the purchasing public gets sore because the "pipeline" of dealers is now so large that floor samples take up altogether too large a part of the current production. The New York distributor for the new Jacobs Launderall was smart. He had a chance to appoint between 400 and 500 distributors, but he held the list down to 80—with the result that all of those dealers were able to make some deliveries from the very start.

## SIGNIFICANT SHORTS

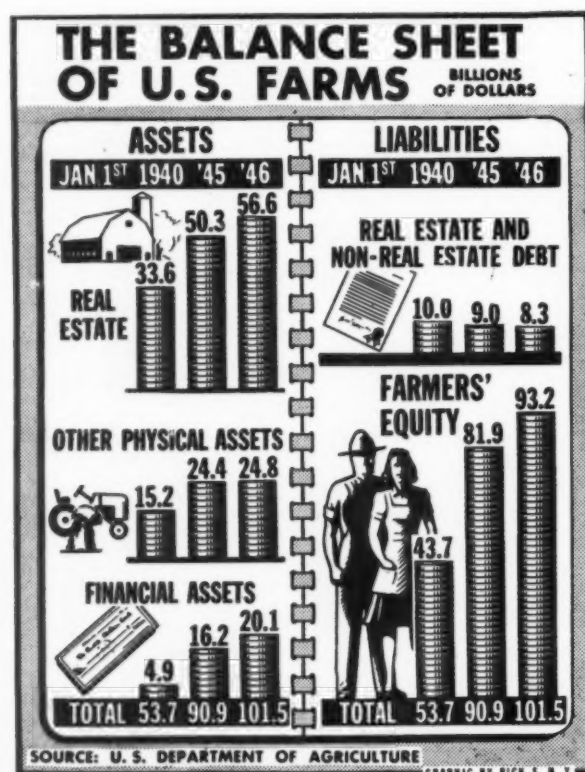
**New Slant on Export Market:** At the Boston Conference on Distribution, James Parton of Time-Life International, painted a new picture of export markets. He said: "No less than 4,000,000 Americans here at home now earn their living *entirely* through international trade, and the rise in the ratio of exports to total U. S. output of movable goods has always been accompanied by a rise in total U. S. employment." He thinks that export advertising is very inadequate, pointing out that in 1945 a total \$2,386 million was spent in domestic advertising in the U. S., and with export sales approximately 10% of domestic sales an arbitrary rule of some would be that export advertising should be approximately 10% of domestic—or in the case of 1945, a total of \$238 million. The highest figure he has ever seen estimated for the total U. S. expenditure on export advertising is \$150 million.

**What Is a Trade-Mark:** Caspar W. Ooms, U. S. Commissioner of Patents, told the members of the Association of National Advertisers that the living standard of the peoples of the world is almost measured by the number of the trade-marks which appear before them. "In barren parts of the world where the need is for the simple and elementary requirements of life, the struggle is always to procure these, and the discrimination as to their quality is almost directly proportional to their abundance. As a people produces more and its wants expand and the goods offered to meet those wants become more numerous, the factor of discrimination becomes increasingly important. Then the urgency for identifying the source first expresses itself. As the standard of living rises, the opportunity for discrimination increases and trade-marks become important as a simple device by which the buyer who has once exercised his discrimination as to the best source of a commodity may thereafter execute his judgment merely by repeating the trade-mark in re-ordering the goods."

**Waste in Direct Mail:** There's an old saying in direct mail circles that no campaign is better than the list to which it is sent. Recently I subscribed to a certain magazine but since that time I have received five other invitations from that publisher to subscribe to his excellent magazine. They were forwarded from old addresses or sent to other members of my family. I'm always appalled at this conspicuous waste of material, labor, postage, paper, time, etc.—but then when we face in our own office the appalling task of weeding out mailing lists, I sometimes wonder whether the task of weeding out duplications and dead names isn't greater than the cost of sending material to duplicated and dead names. Wonder whether anybody has ever made a cost study on this?

**PHILIP SALISBURY**

SALES MANAGEMENT







"DEMOCRACY IN ACTION:" These distributors, elected by their fellow distributors in Pressed Steel's five operating zones, meet in Chicago every three or four months to formulate plans to be placed before the company's Domestic Appliance Division Committee.

# Why We Give Distributors A Voice in Top Management

As told to Lester B. Colby BY A. RAYSSON

General Sales Manager, Domestic Appliance Division, Pressed Steel Car Co.

When Pressed Steel Car Company decided to go into the manufacture of kitchen ranges, they looked for salient weaknesses in distributor-manufacturer relations and decided to do something to lick them. The result: A distributor-council which the firm calls "Democracy in Business."

Pressed Steel Car Co., Inc., came out of the war with vastly expanded facilities. Our plant at McKees Rocks, Pa., near Pittsburgh, a 44-acre plant with 159 acres of ground area, has an annual capacity of 20,000 freight cars and 600 passenger cars. Our shop at Hegewisch, Ill., adjoining Chicago, can build 15,000 freight cars. A third plant, at Mt. Vernon, Ill., more recently acquired, specializes in freight cars.

Pressed Steel has been in operation since 1898 and is recognized as the third largest manufacturer of railway cars in the United States. During the war the company built more than

10,000 tanks and several thousand other units for the Armed Services, including "tank busters," mine destroyers and 155mm "Long Tom" guns.

Ernest Murphy, president, began to figure as early as 1944 on the possibilities of adding new products with the return of peace. Railway car manufacture, long experience had shown, has periods of boom and depression. It seemed wise not to have all of the company's eggs in one basket. The Hegewisch plant, for example, during the depression had been shut down tight for several years.

Sound sense indicated that manu-

facture should not depart too far from experience and equipment. Research indicated that manufacture of an electric range fell within the company's province and that a ready market was available. It was decided to reconvert the Hegewisch plant to "new line" production. Before arriving at the decision to concentrate on electric ranges a 4-man committee had studied many problems and screened out a wide variety of items.

Having fixed our sights on electric ranges, our next step was to analyze and study the merchandising methods commonly used in the general appliance field, especially the kitchen range field. We came to the decision that quite generally manufacturers had assumed a too dictatorial attitude toward their distributors and that the distributors, under pressure, had become smaller dictators in their relations to dealers. We felt that this had built up much ill-will. We desired good-will.

The dictatorship I speak of was

the natural outgrowth of "pressure selling." It worked like this: The general sales manager or one of his district managers would say to a distributor, "You sold 25,000 units last month. Next month your quota will be 35,000."

The distributor might squirm and argue that the demand was impossible. He might plead and beg. The answer would be that he had to take the quota *or else*. If he didn't go along it would be hinted that he might lose his franchise. "Get on the tails of your dealers," he would be told, "That's your job."

If the distributor or dealer complained about products, if he suggested any change or improvement in manufacture, he'd be met with a curt, "Papa knows best, son." They had to take what they got and like it. The result, we felt, was many unhappy distributors and dealers. No red blooded American wants to work under a dictator.

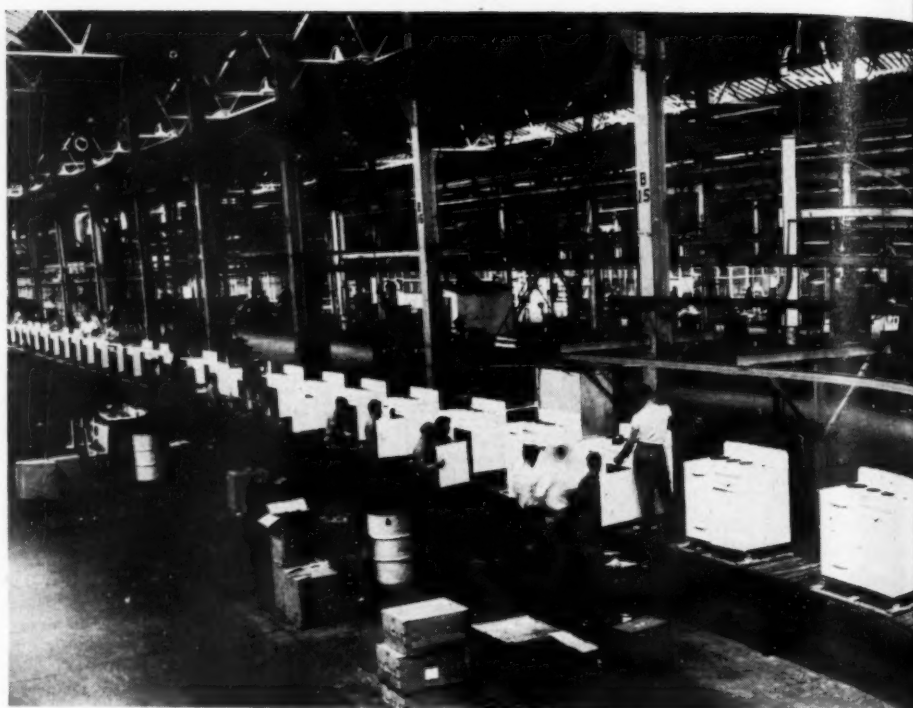
We began to explore methods for changing all this. We wanted to do something new in business. It was impossible, we were told, but we were determined to try. Out of our efforts has come a plan which we are operating, more successfully than we thought possible in the beginning. We call our plan, "*Democracy in Business*." Our distributors and dealers are delighted with it. They tell us that it has come to them like a breath of fresh, pure air.

### It Created a Furor

Editors and staff writers of a wide variety of business papers have come to us asking questions. Manufacturers and sales executives of competing and non-competing lines have questioned us seriously about our plan. More distributors than we can possibly use, many of them now handling competitive lines, have asked for franchises. It has created something of a furor.

Fundamentally it gets down to this: We do not want to build volume at the expense of our distributors and dealers. We want to build their strength and make them happy. The result, even this early, is that we have been able to pick and choose who will represent us.

First of all, because we wished to keep our distributors and dealers both prosperous and happy, we decided that we would not try to cover everything like a Mother Hubbard. So we picked our sales area strictly on the basis of market potential. We believe thoroughly in the old theory of the prospectors which says, "If you are going to find gold you must go where the gold is."



**NEW MARKET, NEW PRODUCT LINE:** Freight cars—15,000 a year—rolled down this Pressed Steel Car Co. assembly line, Hegewisch, Ill., before the war. Pressed Steel is counting on its new line of "Safety Top" (above and right) electric ranges to keep this plant going full blast—the plant was idle for several years during the late depression.

So we set up one sales area on the Pacific Coast: Washington, Oregon and California. Electricity is inexpensive and plentiful out there. In the Middle West, we chose Wisconsin, Illinois, Michigan, Indiana, Ohio, Iowa and the city of St. Louis. This section is highly prosperous and electrification, quite general, is increasing. Farther east, we selected the populous and rich states of Pennsylvania, New York and New Jersey. That's 12 states, the most promising for us in the Nation, plus St. Louis. This, we figure, is 79% of our sales potential for the entire 48 states.

Before we selected our distributors we talked with a large number of distributors and dealers, with various public utilities, newspaper executives, and bankers in many cities. We didn't want weak representatives. We were starting from scratch and couldn't afford to make mistakes.

Having chosen those who will represent us with care, we then decided that it was time to put our Democracy in Business into effect. If these men were good enough to represent us they were good enough to sit in on our councils. We wanted their advice, the benefit of what they had learned and were learning out on the firing line.

At a preliminary meeting held in Chicago early last winter our distributors were offered a Bill of Rights. This read:

"Realizing that there has been much lacking in the relationship between the major appliance manufacturer and his distributor—knowing full well that the best over-all results in any enterprise is through a pooling and utilization of all resources—feeling that the democratic way in business as well as government is most conducive to initiative and progress, Pressed Steel Car Co., Inc., Domestic Appliance Division, proposes this plan to carry all of us to the leadership in our chosen field:

"A Distributor Advisory Committee should be created to meet in Chicago for conferences to be held every three or four months. A member will be selected to represent each of five zones of operation. This member will be elected by the distributors of that zone. The zones are: (1) Middle Atlantic; (2) North East; (3) East Central; (4) North Central; (5) Pacific. (Other zones to be added as conditions dictate.)

"The committee member of a zone will call a meeting of the distributors of the zone before the five-man committee meeting in Chicago is held. The distributors will discuss: (1) All problems that have come up in their territories; (2) ideas and plans for integration and betterment of all concerned; (3) all things they wish their representatives to discuss in committee in Chicago.



"The five-man committee will meet in Chicago. They will discuss their problems and suggestions in a committee conference by themselves to consolidate all thoughts and ideas. A chairman will be elected. After precipitating a program a meeting will then be held with the Domestic Appliance Division Committee. At this meeting or series of meetings the combined committee will:

- "1. Discuss problems that have come up in the territories.
- "2. Make constructive suggestions.
- "3. Bring information that is considered important and for the common good.
- "4. Work for the success of combined operations.
- "5. Analyze current trends.
- "6. Discuss future plans and project programs.

stand the distributors' problems quicker and better. The distributor will be finally informed and enlightened about the plans and thinking of the Domestic Appliance Division."

One of the first things that the advisory committee took under consideration was the subject of selling helps. It was believed that too many dealer pieces are too expensive. The company was asked to produce a kit that would cost \$10 or less. It was suggested that such a kit include an electric sign, a consumer hand-out, cut-outs, specifications sheets, streamers, blow-ups of national advertising and advertising mats.

To meet this plan the company produced a kit at a cost of only \$7.50, to be split three ways: factory, distributor, dealer. For the next year the committee has recommended a somewhat more elaborate sales kit.

Thirty-seven suggestions have been made up to the present time. Of these, 32 have been accepted. It is hoped that the other five, all held to be good ones, will be licked this year. The delay is due to lack of materials and equipment and is beyond the control of the management. These will be consummated by the first quarter of 1947, however.

Most of the suggestions have had to do with design. The men out meeting the public know what housewives want in a range. They hear about the objections to existing ranges. They know that if an electric range has what women want it will sell. We have changed and modified our design to meet these wants. Now is the time to do it because, as a range manufacturer, we are starting from scratch.

We believe we have hit the jackpot with one feature: the model with what we call our "safety top." It has four surface cooking units in a straight row at the back of the stove. This leaves a neat, handsome work surface at the front. It also means that the red hot coils and hot pots and their handles are well out of reach of children . . . an important safety element to talk about in making sales.

One look at our original stove and a glance at the unit now in production by the carload, will give even the most casual observer an idea of how valuable have been the suggestions of the committee in bringing improvement in design and beauty. I might say that because they have had a hand in it the distributors are all the more enthusiastic in their sales operations.

Another thing about our Democracy in Business plan: It does away with district managers. District man-

agers, we have come to think, are likely to feel their oats and become "little big shots." If we worked through them, too, we would be getting our complaints very largely third-hand. It is human that they would screen out what they might not want us to hear. It is natural that they would protect themselves at times.

Doing things our way, we get all complaints and criticisms direct—by the shortest route possible. We will know more quickly about consumer reactions, about shifts in wants and desires, about what's going on in the field. We believe our plan will work for better distribution and retailing for, after all, no manufacturer is more successful than his distributors and dealers.

To help our distributors prosper we work with them to get them good supplemental lines. We want them to have a "package to go with the range." We have helped them to add a nationally known line of kitchen utensils. It's a good line that will go well with our ranges. We hope to help them add other carefully selected lines that will give plus merchandising to our electric range.

In time we will be able to give them a complete kitchen and a complete laundry which we will manufacture. In 1947 we will also make refrigerators and steel kitchen cabinets. The latter have already been designed. Our long-range program includes home air-conditioning.

### X-ray Sales Visualizer

We are starting a sales training program for both distributors and dealers and dealer salesmen. Well organized, it is going into effect at once. With increased production we will launch a liberal consumer advertising program. The trade name for our domestic appliances, under which the range is now being sold, is *Presteline*.

One sales tool which we have developed and of which we are justly proud is our X-ray "Sales Visualizer." It is easily carried and when opened becomes an easel that can stand on any counter or table. As the leaves are turned the "21 Presteline Features" are brought out. We call them X-ray pages because each picture illustrating a point is mounted on a transparency which, in effect, permits the prospective buyer to look "through" the stove as the sales story is being told. Special points are brought out as the fluorescent lamp which, concealed, shines down on the timer and control panel.

"Mrs. America, here we come!"



"In this manner complete cooperation and integration will be achieved. The distributor and manufacturer will be fully informed. There will be a meeting of the minds where everything will be quickly precipitated. Many sound, mutually beneficial ideas will come out of such an operation. The good and the bad will be precipitated quickly with dispatch. Pressed Steel with complete understanding of conditions in the field will be better fortified to do a real job. Real working integration will be achieved. The committee members will report back to their zone and give a full and complete report on the results of the meeting to each distributor.

"Every possible point that is bound to come up between the distributor and Pressed Steel Car Co., Inc., Domestic Appliance Division, will be covered. Pressed Steel will under-



**... AND ONE IN SCARSDALE ...** C. Scott Fletcher, new president of Encyclopaedia Britannica Films, Inc., has three little ones. Barbara saw the first light of day in Sydney; Douglas was whelped in Johannesburg; Wendy's birth certificate says "Born—Scarsdale." The Fletcher family Bible, then, tells its own story. Young (42) Scott himself was born "Down Under" the scion of a family of educators. Father was a professor and founder of two colleges in Australia like his father. After Scott got out of college he turned, not to education, but to industry for a career. His first job was on a Studebaker assembly line in Sydney. A few years later he was advertising manager and factory representative for the company in Australia and points east. To sell Studebakers he got interested in educational films. Later, as executive vice-pres. of United China Relief he found further use for such films. Still later, as director of the Field Development Division of CED he used sound slide films to convince business men in 3,000 communities of the necessity for post-war planning for expanded production. He'll guide, in his new post, E. B. Films' expanded instructional film and film-strip production and the promotion of wider use of training. He's a lazy fisherman, a first-flight aviator.



## They're In t

**THE N. E. ROCK-BOUND CHARACTER ...** finds its epitome in the person of Eugene F. Mooney, who was born in Pawtucket, and who says that *work* is his favorite sport. As The American Tobacco Co.'s new general sales manager he'll get plenty of opportunity to indulge his particular athletic propensities. *Working* got him where he is in a short 13 years. He began with American as a retail salesman in New England. Six months later he had walked over the fallen bodies of his rival salesmen, was promoted to division manager. In 1936, unwilling and unable to keep down a man who *liked* work, the company made him field sales manager, and Mooney went about his business of getting the American products into heretofore unfamiliar mouths. When the war came he was assistant sales manager for the company, but he decided to work for Uncle Sam until it sold Germany and Japan on the idea of quitting. He enlisted in the Navy, served three years in Naval Aviation. Oh . . . he does admit that he enjoys swimming. But it's all in the day's work, he adds.

**SALES MANAGEMENT**



**HE DEALS IN FUTURES . . .** but not in dream-world stuff. Walter Dorwin Teague, (left, with two of his staff-ers) pioneer proponent of the form-follows-function school of Industrial Design, is no dilettante stylist. He believes that engineering facilities share importance with drafting boards as standard design equipment. He's busily setting up a large, new development laboratory for building prototype models and full-scale mock-ups of 10-ton trucks or purse-size compacts. He designed America's first light-weight, streamline, railway coach, the first streamline automobile. Five of the larger World's Fair buildings were off his board. He's designed, as a matter of fact, everything from a matchbox to an entire city. Currently his designs are ringing bells in a series of national advertising campaigns sponsored by satisfied clients. Scott Radio Laboratories took full-pages in seven mass-circulated magazines to picture Teague as well as the Scott radio panel. A founder and Fellow of the Society of Industrial Designers, his hobby is routing misconceptions about the designing profession. He explodes Designing booby-traps with delight.



**"KNOW YOUR PRODUCT" . . .** that's the advice James M. Ashley, new director of public relations for Libbey-Owens-Ford Glass Co., hammers home to company salesmen. He has an unshaken belief that sales personnel should spend time in the factory, getting hands into the dough and discovering what really goes into the product. "If," says Ashley, "a man knows the component parts which make up his product . . . the labor, the machinery . . . he'll be able to talk with authority and real conviction. Without these two he's no salesman!" This Ashley man is a fanatical amateur carpenter. Says he can build anything, barns, summer camps—even a house. He's been with L-O-F 12 years, came up through sales. His father and grandfather were both builders—grandfather built the Ann Arbor Railroad. Jim Ashley comes by his attachment for building and his liking for the glass business quite naturally. He'll have charge of the company's sales promotion and its Department of Design Operations. His after-hour diversion—his four kids.



# Two Dozen Ways To Put an Audience to Sleep

BY DR. JAMES F. BENDER • Director, The National Institute of Human Relations

So you're going to make a speech? Then perhaps you might like to sneak off to the leather chair in the study and check yourself on these 24 common platform sins.

Salesmen and sales managers agree with lay audiences in selecting the 24 best ways to bore an audience, according to results of a questionnaire we have been distributing to classes and training groups over the past 18 years. Here they are, with commentary, arranged in a check-list which may be used in sales-training programs:

**1. Reading a Speech.** Audiences expecting a speech are disappointed to hear reading instead. It is more difficult to read from a manuscript with a lively sense of communication than to speak. Reading dissipates audience-contact. Written speeches don't sound like speeches. If you have to present a formal "paper" for the record, prepare enough copies for press release. But speak the speech extemporaneously. You'll do more and better selling that way.

**2. Inaudibility.** How many wearisome times do we suffer through speeches, seeming more long-winded than they actually are, simply because the speaker does not make himself heard? Salesmen and sales managers are



advised to get training in the "20-foot voice," "40-foot voice," "100-foot voice," etc., to accommodate various sizes of audiences and acoustical conditions, to increase their adaptability as speakers.

**3. Apologetic Beginning.** A good beginning is half the battle, and an apology is the corniest kind of let-down. If a speaker's cold is noticeable, apologies won't help it; if not noticeable, why mention it? While audiences dislike apologetic openings generally, their pet peeves are excuses for unpreparedness, calling attention to poor public speaking ability, etc. Why not instead learn the dozen-odd ways to open a speech attractively—listed in the texts ever since Quintilian wrote his "Institutes of Oratory" almost 2,000 years ago?

**4. Time Blindness.** Remember the speaker who takes a half hour when the program announces a 20-minute limit? Able speakers occasionally also do this to the embarrassment of the chairman and the sighs of the audience. 'Tis a mark of egotism and disregard for the fitness of things, to consume more than the allotted time. Chairmen can help by announcing time limits and giving warning signals for everybody to see, thus discouraging the "time pirates."

**5. Beating About the Bush.** This is ordinarily the outgrowth of poor preparation. Once a speaker agrees to speak on a subject, it's his responsibility to delineate it with care. Speakers with a "gift of gab" sin more often in this respect. Obviously they believe a flow of words is a substitute for pertinent exposition. The audience is always grateful to him who (a) defines his subject, (b) tells what he is going to talk about, (c) talks about it, (d) summarizes it.

**6. Vagrant Eyes.** This includes looking out of the window, at the chandelier or floor, or anywhere except directly at the audience. Often a symptom of platform jitters. Notice how good speakers never lose sight of their audience. "Hold them visually as well as vocally" is a winning motto.

**7. Chart Trouble.** Ever notice an audience "get lost" because the speaker stops in the middle of his discourse to set up a visual aid? Or talks to the blackboard

SALES MANAGEMENT





while demonstrating a point? Visual aids may be used to great advantage if the speaker blends them in nicely with his oral presentation and doesn't allow them to break his audience-contact.

**8. The Fidgets.** Movements and gestures that attract attention unto themselves rather than help to carry meaning intrude upon the audience's attention—and the audience doesn't like them. They disclose the speaker's nervousness. Any speaker having them should learn to control them with the aid of his instructor, who gets him to visualize himself as his audience sees him.

**9. Jarring Gestures.** If they are poorly timed and lack variety—if they are stiffly given—if they appear isolated from the speaker's whole body, they irritate the audience. Better no gestures at all than the distracting kind.

**10. Ignoring the Chairman.** Speakers are sometimes so intent upon getting the first words out that they forget to acknowledge the introduction. Almost as bad is the speaker who acknowledges the chairman in a condescending manner. A deliberate acknowledgment marked by facing the chairman and thanks expressed by gesture or word is impressive. If the chairman is particularly gracious, the audience sits up when you thank the chairman by shaking his hand. It's good showmanship and good courtesy. Done right, the audience's attention is immediately arrested.

**11. Telling Old or Inappropriate Jokes.** Not all good speeches begin with jokes. Audiences are quick to make snap judgments. If the joke has nothing to do with the subject or occasion, if it is inappropriate to the sensibilities of the gathering—no matter how good the joke may be in itself—don't tell it. There are many other ways to begin with a bang.

**12. Sing-Sing Voice.** An excellent way to induce sleep, according to the hypnotists, is by the use of a monotonous voice. Why not color words with vocal inflections? Why not keep the audience on the edge of their seats with a changing pace of speaking? Why not pause slightly before important words? Suspense is thereby created, preventing slumber with or without closed eyes.

**13. Sad Speech.** Sad, like pedantic, means heavy. Sad speech is labored articulation. It is using long words (usually horrible Latin derivatives) instead of good old terse Anglo-Saxon which everybody understands. The sad speaker chooses, for example, *hirsute* instead of *hairy*;

*bovine* instead of *cow-like*. He'll give you *penurious* for *stingy*; *obese* for *fat*; *oleaginous* for *oily*. The sad speaker spews out words one at a time, rather than phrases. He says, "of-all-the-girls-in-the-world-Suzie-I-love-you-best" rather than, "Ofallthegirlsintheworld—Suzie—Iloveyou-best." He emphasizes unimportant words, giving the definite article "the" *thee* holy pronunciation. He is a dreary fellow who makes the audience respond much as the Merry Monarch sighed whenever he mixed with the Puritans: "Od's fish! What company am I got among?"

**14. Mispronouncing Words.** Tiresome, particularly to educated audiences, is the speaker who mispronounces words such as *comparable*, *mischievous*, *library*, *athlete*, *government*, *picture*. These are not unusual words, and when they are mutilated, audiences make deductions—often unfair, but they make them just the same. "Why don't they give us speakers we can learn from?" they say, before slumping a notch or two farther down on the back-bone.

**15. Slang Deluge.** A bit of slang here and there may heighten interest—may hit the nail on the head. But the speaker who is entirely dependent upon the current argot, who obviously doesn't know the difference between slang and accepted usage, makes some audience's gorge rise. Over-use of slang makes inroads on the good taste which is insurance against boredom.

**16. Slurring.** Ever hear a speaker say "dint" for *didn't*, "gumt" for *government*, "jeet" for *did you eat?*, "miyon" for *million*? In this category also goes the speaker who trails off or smothers the final words of a sentence. Such habits, easily corrected, exasperate good listeners.

**17. Nasal Twang.** Much nasality is heard because speakers don't chew their words. Unless the speaker can put two fingers between his front teeth without feeling tension in the cheek muscles, he probably is speaking with a clamped jaw, the resultant quality of his voice being nasality. Only three sounds in standard American



\* See "Do's and Don'ts of the Sales Interview," Sales Training Publishing Co., Roslyn Heights, N. Y., for a list of the 25 most annoying ones among salesmen as judged by buyers.

speech are emitted through the nose, *m*, *n*, *ng*. If any of the other sounds have a nasal twang, something is wrong with the speaker's articulation or voice production—and he'd better do something about it if he wishes to influence his audience on the positive side.

**18. Muddy Explanations.** "There are three sides to this problem which we will want to consider" is a good, straightforward way to pique an audience's attention. They expect, logically enough, that you will then explain each one before going on to the next point. Speakers who throw out pearls of wisdom in a crazy-quilt pattern are deucedly hard to follow—so hard, that 68% of the average audience won't even try. If you want to hold your audience without tying it with a rope, plan the progression of your ideas and stick to it. They'll love you for not making unpremeditated excursions.

**19. Outlaw Grammar.** Most of us these days like to hear colloquial speech. "It is I" sounds a little too precious. Even the Churchills have adopted "It's me." But on the other hand, we still look down upon the speaker who uses a double negative or doesn't take the trouble to make his subject agree in number with his verb, etc. A recent collection\* of buyers' grammatical preferences reveals that many people have ears for accepted forms. How much more important is it that the public speaker mind his grammar lest it mar his fortune.

**20. Antis Pantis.** Sometimes known also as *termitus trouseris*, this malaise is noticed in speakers who lack platform composure. They don't stand four-square to the winds. They can't sit still on a chair. Their gestures are oftener incipient than full-blown. *Antis pantis* is contagious among an audience. Any speaker afflicted should learn to control it lest his audience run away from him.

\* "Salesmen's Errors of Grammar," Sales Training Publishing Co., Roslyn Heights, N. Y.

**21. Poor Pitch.** When the speaker's voice is pitched too high the audience's *Adam's apple* moves up and down in sympathy to relieve his strain. When pitched too low, a funeral overtone often results. Once a speaker finds his normal pitch level he can be deucedly persuasive by making his voice play between his upper and lower vocal limits. Much can be done by experimenting with a voice recorder—more, with the aid of a speech teacher. The average audience can be sold a lot simply on the deft use of vocal pitch. The right kind has a way of hypnotizing the higher critical powers. The wretched kind can ruin the best thoughts.

**22. Ignoring the Occasion.** Most salesmen and sales managers address audiences called together for a specific purpose. The audience therefore expects some allusion to the occasion. At times the speaker is so intent upon delivering a message that he ignores the purpose of the meeting. Result is, the audience doesn't like the negligence.

**23. Hackneyed Vocabulary.** Ever been tired by a speaker who precedes every adverb or adjective with "very?" Some speakers over-use a few words. There's too little showmanship in their selection of language—nothing unexpected. An attractive array of words which most of us can understand keeps them on their toes. Weary repetition makes them go ho-hum.

**24. Forgetting to Tie the Knot.** Speakers often start with a bang and do a nice job of exposition, but then they forget to summarize or come to a conclusion. Thus the audience is left dangling. Audiences do not have the speaker's notes or thoughts to refresh a flagging memory. They need reiteration. Why not give it to them if it helps?

There are many other ways to bore an audience, but these 24 are among the most irksome. Once freed of them a speaker grows in power. All of us may try them on for size from time to time, because they have a way of rearing their ugly heads even among the masters.

## Tests Uncover New Market for Doodle Bug

Here's a new gimmick approximating transportation. It's called the Hiawatha Doodle Bug. In a sales test, to see if people would buy 'em, 14 were recently shipped to the Gamble store in Freeport, Ill., a town of 22,300 population. With brief advertising announcement, all 14 were sold before they could be uncrated. So 10 more were shipped to the store. Six of the 10 were sold before arrival. The other four went onto the floor where they lasted only a short time. Two of the buyers, middle-aged workers, bought Doodle Bugs to ride to their jobs in Rockford, 26 miles away.

The Doodle Bug is produced and distributed by Gamble-Skogmo, of Minneapolis, operators of a chain store system in the Middle West and North West. The starting idea was to give low-cost transportation for boys making deliveries for grocery and drug stores, Western Union and so on. Apparently the public is finding other uses for it. Total weight is 112 pounds; overall length, 47½"; height to seat top, 23½".



MR. KELLER: "We want to sell not only our product, but use, satisfaction and pride in ownership. When we do all four we have succeeded in a sale."



The hub around which the Ekco sales plan revolves is the idea that the company must do anything and everything to turn buyers into thoroughly satisfied customers. They even follow their cookers into the home kitchen for check-up.

## Thousands of Demonstrations Launch Ekco's New Pressure Cooker

Based on an interview with **FREDERICK KELLER** • Vice-Pres. & Gen. Sales Mgr., Ekco Products Co.

Ekco Products Co., Chicago, started early in 1946 to introduce its new pressure cooker to the housewives of the Nation. A neatly clad staff of women, working in department and other stores, have carried demonstrations to 28 states. Each demonstrator must have that elusive something that is known as "sales sense."

Ekco considers the store the customer; the housewife the consumer. It recognizes that it can have pleased customers but unhappy consumers. Its purpose is to make both happy. That, it holds, is true selling. It is not enough to get the store order and ship the merchandise. The part of the transaction that counts most can be best accomplished at the point-of-sale.

"Getting our products into the

hands of satisfied customers is our end objective," Frederick Keller, vice-president and general sales manager, explains. "To attain that goal we put a great amount of time, effort and planning into training our own personnel, the sales personnel of retail stores handling our lines, and carry this educational program directly to the consumer through the medium of an extensive demonstration program."

Ekco is considered to be the world's largest producer of housewares, kitchen tools and cutlery.

Even after consumers buy its products, Ekco's interest in building satisfaction does not diminish. Demonstrators follow up actual sales by going into the homes of purchasers of the company's new pressure cooker to

gather data on home usage of the cooker. By this method, Ekco keeps its demonstrators alert to all possible new home-developed cooker techniques which can then be studied and possibly incorporated in the demonstration procedure in retail stores.

All of this work has been done with the new, post-war Ekco pressure cooker. Because many of the techniques involved with the entire selling process of the cooker in the future are to be applied to other Ekco products, such as the line of Flint Hollow Ground cutlery, an analysis of the philosophy behind Ekco's policy will in itself be a forecast of things to come in the housewares field.

"It is definitely our feeling that only a portion of our job is com-



pleted when we ship merchandise to retail outlets," Mr. Keller explains. "If we were to concern ourselves only with the job of selling our products to stores, and forgot about the store sales procedure and consumer response after that, we would in actuality be doing nothing more than 'transferring our inventory' from our stockroom to that of the store. In our opinion, the function of training the salespeople who meet the public, and the whole process of insuring that the consumer is entirely satisfied, is the biggest part of our job."

This philosophy has long been a

time conversion approached, however, Ekco had already gathered much of the consumer requirements data it needed, and began to ready its machinery, production lines, and schedules. By the new year, the new cookers and other housewares were beginning to appear in stores where they found immediate buyers among eager housewives who had been without new kitchenware during the long war years.

Although the Ekco pressure cooker is simple and easy to operate, many women had never owned a pressure cooker before and had to be shown

a draft of a demonstration procedure for the Ekco cooker which was carefully designed to highlight its particular features and their adaptability to any woman's kitchen.

Miss Van Wormer, a home economics graduate of the University of Illinois, then conducted a sample demonstration for Ekco officials and incorporated their suggestions into the procedure. Then an actual demonstration was conducted by Miss Van Wormer herself in a New Jersey department store. The audience reaction and comprehension was carefully examined. A next step was to train another person to conduct the demonstration so Miss Van Wormer could listen from the audience and check the effect. At each step in the development of the demonstration, new methods of presenting the material more simply or effectively were constantly being uncovered and consequently built into the procedure.

As it was finally developed, the demonstration utilized psychology of first impressions, used basic rules of showmanship to display the cooker most dramatically, all built around the very latest home economics principles which had been pre-tested and proved by Miss Van Wormer in their application to the Ekco cooker. Her first-hand research with sample recipes and menus provided many new slants on the demonstration presentation which provided the structural framework for its organization.

At this point, Ekco appointed three regional home economists to assist Miss Van Wormer and to supervise country-wide demonstrations from offices in New York City, Chicago, and Los Angeles. Following this, a staff of demonstrators was recruited. As careful and exacting as Ekco was in building and shaping its demonstration procedure, it was equally exacting in selecting the women to conduct the demonstrations. Mr. Keller appreciated that the success of the demonstrations depended upon the quality of the personnel selected. And their standards were set high.

Sought-after elements for the Ekco demonstrators are: Not too young, a touch of gray in the hair provides a valuable indication of maturity and experience. Must have an aptitude for speaking. Her voice must be fluent, her personality pleasing. She need not be a Miss America but must be neat and personable. Complete orderliness in handling utensils and keeping of her booth are stressed. She must have enthusiasm for the product and should radiate that enthusiasm to the public. She must have ability to get along with people—both the public and the store's personnel.



**DEMONSTRATORS:** The heart of Ekco's promotional campaign is a series of demonstrations in stores throughout the Nation. Specially selected demonstrators are put through intensive training by Miss Marjorie Van Wormer, Ekco's Director of Home Economics. They work closely with store staffs.



basic rule in the conduct of Ekco's business, which has been operating since 1888. "When we consider manufacturing a new product, we do a lot of research to determine just what the American housewife wants in the utensils and equipment she will be using in her kitchen," Mr. Keller points out. "It was that way when we began work on our Ekco pressure cooker."

During the war Ekco manufactured millions of shell cases for the Navy and earned four Army-Navy "E" awards for its outstanding production record. As the time for peace-

the multiplicity of operations it could perform for them in their kitchens. Ekco management believed it advisable to show how economical it was in saving cooking time, flavor and nutritive food values, and fuel costs by the 75% shorter cooking time resulting from its use.

Logical consequence to this problem was the organization of a nation-wide demonstration program. Marjorie Van Wormer, Ekco's home economics director, began a study of all possible demonstration techniques, attending scores of demonstrations for various products on the market. She prepared

# Recipe for Good Telephone Service

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Management and Materials.

Stir well with Efficiency

Season with Experience

Add a dash of Enthusiasm

Serve with Courtesy and Understanding



It takes many people and many things to keep on giving you the best telephone service in the world.

It takes a lot of money — investors' money — to provide the facilities.

There's an investment of \$240 behind your telephone and every one of the 25,000,000 telephones in the Bell System.

It takes good management and good employees to operate these facilities. There are about 600,000 Bell System employees — many in management and supervisory positions.

It takes faith in the future. We're busy right now on a \$2,000,000,000 building and expansion program—to catch up with the Nation's needs and give you more and better service than ever before.

BELL TELEPHONE SYSTEM





*"Good Morning—are the ladies of the house in?"*

The ideal demonstrator, Ekco management believes, develops a close and friendly relationship between herself and the housewares salespeople in the store. When she leaves to go on to another assignment, the demonstrator should leave among the store personnel a feeling of friendship for Ekco and a sincere desire to sell its products. It is important that a demonstrator have a well developed "sales sense." By this is meant the fundamentals of a demonstration that will influence the public to buy the product. The customer will not buy unless the demonstrator creates a desire to own the product.

Ekco demonstrators receive intensive training in the Chicago main office or in the New York City or Los Angeles regional offices. Miss Van Wormer and her staff of trained home economists administer the training.

To make for the greatest efficiency in demonstrations and to provide uniformity, a complete demonstration kit has been developed, containing all equipment a demonstrator will require, with the exception of plate and chinaware which are supplied by the store, to be turned in when the demonstrator leaves.

The demonstrators talk in simple, non-technical language to explain the simple operation of the cooker. They emphasize that foods cooked by the

pressure method come out brighter colored, more appetizing in appearance. They also explain the tremendous saving in cooking time as opposed to ordinary cooking. Thus customers see at first hand the merits of the product and learn the many uses it can serve and how it will help them in their kitchens. Although the demonstration program was only recently started, 28 states already have been covered.

But demonstration is only one side of the many-faceted procedure of manufacturing the cooker and getting it into the hands of satisfied consumers, in accordance with Ekco's concept of sales.

Ekco's salesmen go through a rigid training program. In addition to learning all the features of the cooker, the company insists that its salesmen learn to cook so they can better discuss—and demonstrate—the features of their cooker when they appear before store buyers. And from time to time the salesmen are called in from the field and given refresher courses in New York City, Chicago and Los Angeles.

With both the demonstrators and the company's salesmen carefully trained, it becomes easier to hold special sales training meetings for the sales personnel of the retail stores who will be doing the selling over the counter to the housewife. Mr.

Keller believes that this point is most important in the entire sales cycle of the manufacturer.

But even when a reasonably well trained retail salesman has sold a cooker to Mrs. Average Housewife, and a demonstrator has worked the store, Ekco is not entirely satisfied. Certain members of the trained demonstrator staff follow up on purchasers of the cookers in spot checks. On the basis of filled-out guarantee cards which purchasers return to the cooker manufacturer for registry, the demonstrators contact the cooker owners, and make appointments to come out to their homes to study the use of the cooker in the home, and to insure that the housewife is obtaining the maximum amount of satisfaction and utility from her cooker.

The Ekco demonstrator purposely arranges to arrive at the housewife's house at about 4:00 P.M., chats with her about the cooker and attempts to find out just how widely she is using the cooker and if she has discovered any new uses. Usually the Ekco representative will offer to stay and help prepare dinner. In the course of the dinner preparation, with the two women working side by side, ideas are exchanged more easily and much valuable consumer data has been obtained in this method, Mr. Keller explains.

"A great deal can be learned by our home economists working with the cooker themselves, but they can never duplicate the exact home situation as it varies across the country and changes with type and size of family," says Mr. Keller. "To get to this very important information, obtainable only in the homes, our demonstrators have proven most successful. Moreover, they make an even better friend for the company."

Besides making a friend of the company, some of the Ekco demonstrators have made fine friends for themselves among the housewives they have visited. One member of the Ekco staff visited a woman in Minneapolis, stayed to help prepare dinner, and was asked to remain and have dinner with the family. As it turned out, the Ekco representative became a fast friend of the Minneapolis housewife.

The entire demonstration program is also proving its worth public-relations-wise. The women whose homes are visited are sold more than ever on the product. Their satisfaction is expected to be reflected in increased sales of other Ekco products. And the word-of-mouth recommendations these women pass on to their friends, is a good-will factor which cannot be over-emphasized, Mr. Keller has found.



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\*Agricultural data from USDA reports, 1945 production for 26-county ABC trading area of Oklahoma City. Circulation figures: Publishers' statement for 6 months ending March 31, 1946.

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**EVOLUTION OF A PRODUCT:** Purchase of Eclipse Wind Engine Co. brought Fairbanks, Morse & Co., scale makers, into the power field. This acorn, true to type, has reseeded itself many times.

**Part III of a group of four articles\***

**BY JOHN ALLEN MURPHY**

Though top management has many functions, these functions all lead to the attainment of one grand objective—the perpetuation of the business. Essentially its only job is to keep the business alive, to keep it growing and to keep it competitive.

Private ownership rarely accomplished this. Neither did highly centralized management, which is a development of individual ownership. Both may have been extraordinarily successful for a few years or for a few decades. But both usually failed in the long run to give permanency to the enterprise.

The fact that these businesses were successful for a time proves that they must have been well managed. But good management alone is not enough. The history of most business organizations is that they started small, went through a period of struggle for survival and then either failed or succeeded. Those that succeeded may have been prosperous for years, but the vast majority of them eventually declined and then died. This is not

the exceptional history of business but its normal course.

A business goes through exactly the same succession as a man—youth, prime of life, old age, death. The reason is obvious. Businesses are run by men. New enterprises are usually started by young men or by men in their prime. The business achieves its success during the vigorous years of its owners or managers.

The same thing happens to the big corporation that is run by autocratic management. These big shot managers are men, too. And usually men of very remarkable ability. They also grow old and lose their energy. The business they headed suffers with their passing, often disastrously, where a succession of managerial talent has not been established.

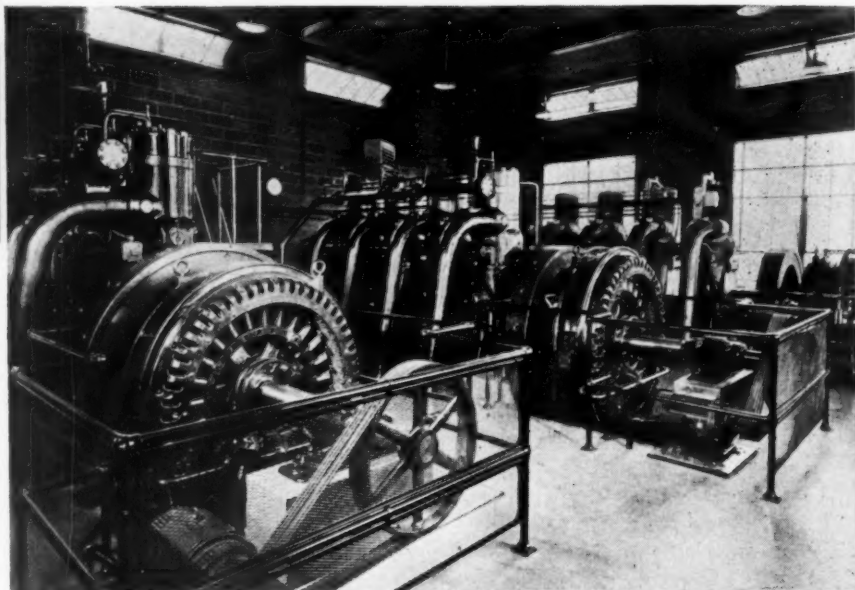
Even more startling is the fact that the product of a business is likely to grow old, also. It becomes obsolescent, goes out-of-style or is superseded by newer products which do a better job in performing the same service or by new developments in other fields

which largely eliminate the need for the old product. Almost as soon as a new product comes into existence, competitive forces, both near and remote, set to work to destroy it.

It is evident, therefore, that a business ordinarily is not perpetuated for two main reasons. 1. The owners or managers grow old. 2. The product plays out.

All business enterprises do not follow this course. A small percentage of them survive and remain prosperous through several generations of management. What did these organizations do that the others failed to do? Significantly, their survival appears to be due to two principal causes:

\* Part I, "What's Behind Today's Trend Toward Decentralization," appeared in the October 1 issue, Part II, "How the Wheels Go Around Under Decentralized Management," in the October 15 issue. At the conclusion of the series, all four articles will be combined in one reprint available through Readers' Service.



1. They kept their products up-to-date. They kept their eyes peeled on demand. They had the courage to throw a product overboard as soon as there were unmistakable signs that it was becoming passé. They did not hesitate to get into an entirely different kind of business if it seemed advisable. They did not allow themselves for long to be dependent on one product or one market or on one use. They remained flexible and were quick to adapt their business and their lines and their methods to ever changing conditions.

2. They were fortunate in their managements. The businesses were generally started by able men. Many of them had the faculty of picking resourceful partners and the gift of developing loyalty in employees. These men were often followed by sons and grandsons, who in many cases were even better business men than their capable parents.

In those days little was done scientifically or even consciously to establish a line of executive succession. Nevertheless such a line did sometimes result, perhaps accidentally. Where this happened, the business survived through a number of wars and depressions, and reached high figure anniversaries. In the meantime competing organizations fell by the wayside.

A number of these old concerns are among the more than 200 large companies that are today the most successful exponents of decentralized management. Now they are following a management technique deliberately which previous managements pursued fortuitously. And carrying out these policies has become the principal job of all progressive top managements. The objective of these policies is to perpetuate the business.

To clarify this point further, it could be said that top management deals principally with the future, whereas down-the-line management deals mainly with today. Top management's job is to make sure that the company is thriving tomorrow, and down-the-line management's job is to see that it is thriving today.

In making certain that the company has a prosperous tomorrow, top management has to do only two things:

1. Make sure that the company has products or services that will be in demand tomorrow and that they can be sold profitably in competitive markets.

2. Make sure that the company has an organization that is automatically self-perpetuating, in so far as any thing human can be automatic.

**The Products:** Some of our most successful companies were one-product businesses. For example, Wrigley, Jello, Victor Talking Machine, Gillette, Eastman, Hershey, Cream of Wheat, Coca-Cola, Vick, to mention just a few. While there are still many extraordinarily successful one-product or small-line companies, the trend for many years has been definitely away from the one-product business. It is no longer regarded as the safest policy for a business to put all its eggs in one basket.

One reason is that overhead, taxes, marketing expense score heavily against the one-product business. A lot of things can happen to such a business. A crop failure or a failure of the

grow naturally—through engineering development, restyling, redesigning, etc. Literally thousands of concerns have followed this course of development. Numerous companies have grown in this way from one-product businesses into businesses with hundreds, and in some cases thousands, of products and all of them are allied; that is they all lead logically from the original product.

2. Another common method of expanding the range of the line is to add products that may seem to be unrelated, but which nevertheless are usually logical additions to the original line. For example Fairbanks, Morse & Co. started its scale business in 1830. It also acted as sales agent



MAJOR RESEARCH ACTIVITIES OF SYLVANIA ELECTRIC PRODUCTS INC. are divided among its seven laboratories. Here, at the Bayside, N. Y., laboratory, metal and alloy specimens are studied. The 25 plants are also laboratory equipped.

source of supply could damage it severely. For instance who could have imagined a few years ago that our great flour milling industry or our gigantic meat packing industry would one day virtually be at a standstill for lack of grain and animals for slaughter? Yet this happened in 1946. But the worse danger to the one-product business is that the product may go out of style or be displaced by a newer product made by some other manufacturer.

It is extremely difficult to protect a single product from obsolescence or from competition. It is much easier to protect a line. One or more products in the line can give way to competition or to change, without too much damage. It is far easier to keep a line up-to-date than one product. There are a number of standard ways of keeping a line up-to-date. Some of them are:

1. One of the most used is to expand the basic line itself, to let it

for other products. Among them, windmills. Finally the company acquired an interest in the Eclipse Wind Engine Co. The buyers of windmills wanted pumps to use in connection with windmills. So pumps were added to the Fairbanks, Morse line. Immediately the pump family started its own path of expansion until today it is one of the most varied lines of pumps in existence and constitutes a good part of the company's volume.

**3. Diversification:** Under a diversification policy, products of a varied nature are added. They may or may not be related. They may be off-setting products. That is, have off-setting seasons, or have off-setting markets, such as in both the consumer and industrial fields. The idea back of diversification is to have many irons in the fire, on the theory that some of these irons will prove money makers. It is figured that at the worst all of them cannot go bad at the same



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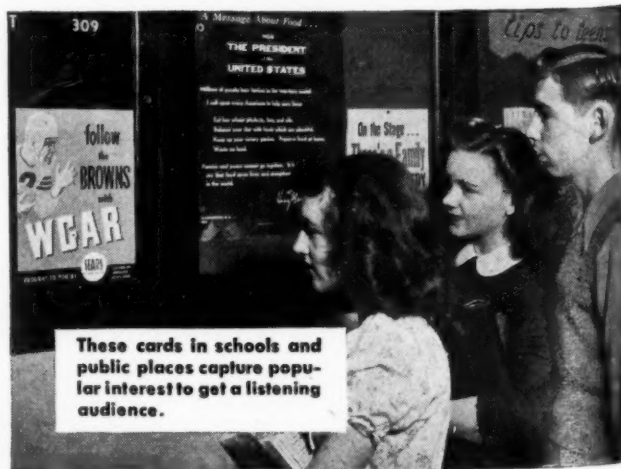
These posters in the advertiser's stores catch the eyes of customers and build a radio audience.



These car cards on one thousand Cleveland streetcars feature a new show weekly.



This west side Spectacular is seen by 128,405 persons every day.



These cards in schools and public places capture popular interest to get a listening audience.

time. A widely diversified line cannot go out of style all at once or suffer disaster at the hands of competition.

Programs of diversification are frequently achieved through mergers, consolidations and the purchase of established companies. In this way General Foods diversified itself by adding such well known products as Jello, Maxwell House Coffee, Calumet Baking Powder, Baker's Cocoa, Minute Tapioca, Towle's Log Cabin Syrup and many others.

#### 4. Utilization of By-Products:

Utilization of by-products is a standard method of expanding a line. Many a one-product business has grown to large proportions in this way. Sometimes by-products grow to big industries in themselves.

An example of this is the meat packing industry. The meat famine disclosed to the public that it is dependent on packers for more things than meat. Shoe manufacturers and other users of leather are entirely dependent on them. Without meat, soap manufacturers would have to change their formulas. The makers of many biologicals and pharmaceuticals would lose their source of supply.

In the meat packing industry, as in several others, the by-products have become tails that are wagging the dog.

#### 5. Laboratory Research:

But currently the means of product diversification that is in greatest use is laboratory research. Hundreds of laboratories are spawning new products at a bewildering speed. Lines of numerous manufacturers are constantly being revitalized by this influx of new things. Where this is happening there is no danger of a line being seized by old age.

What is behind this race of manufacturers to produce new things? Are they not spending millions to create competition for their existing products? Aren't they unnecessarily bringing obsolescence to their present lines?

The answer is that these laboratories are not creating new things just to create new things. They are solving the problems of customers. Many a new product that has found a wide market was first developed as a solution to a customer's problem. Laboratories are also engaged in improving present products, to make them wear better, last longer, give better service, fit more exacting requirements, be more useful in every way.

The plain truth is that researchers are finding a wealth of things in the basic field of their studies that no one ever dreamed was there. Supplying these things to the public is just plain

good business. Look at all the things Koppers Co., Inc. found in coke. And count up all the products that are being taken from the air. The late Dr. George Washington Carver discovered 118 new products in the sweet potato. He got more than 500 new products out of the peanut.

Research has made Wesson Oil and Snowdrift Co., Inc., as ramified a business as can be found in a day's journey. Besides the products which its name indicates it makes hydrogen, packs shrimps, products Blue Plate foods, animal feed, soap stocks, fertilizer, etc., etc. General Mills admits its home appliance line has grown out of its own machine shop. A whole

new division—engineered castings—was recently born in American Brake Shoe Company's extensive Research Group at Mahwah, N. J.

**The Organization:** But a business cannot be perpetuated by merely keeping the line alive. A vastly more important link in the formula is the organization—the human beings that run the business. It is much harder to perpetuate an organization than it is to perfect a policy that will make a line self-perpetuating. But it can be done and it has been done in numerous instances.

Proper decentralized management will accomplish this ideal. Decentral-

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ized management is an attitude of mind as much as it is a policy or the conception of a physical set-up.

It is a willingness on the part of top management to give authority and power and the right to initiate to management down through all levels of the business to its very bottom. William B. Given Jr., president of American Brake Shoe Co., calls it "Bottom-Up Management." Under the right decentralized set-up, management does really flow up from the bottom. That is detailed, minute-to-minute, bread-and-butter management. Policy management, long-range management flow down from the top.

Frank Woolworth had a hard time working out the formula for his five and 10-cent stores. His first two or three failed. But after he got the first one clicking, he had even a harder time making the second, third and fourth store succeed. It was *he* who was responsible for the success of the first store—*his* ideas, *his* management. How could he put *his* management into a store in which he was not present? Soon he developed a decentralized management system which made his chain highly successful. This formula has been followed with modifications by nearly all companies that have made a success of chain store organizations.

**Principles:** From the study of these, and numerous other well decentralized organizations, we can draw certain conclusions as to what is the best method of making an organization self-perpetuating.

1. The experience of most top managements is that once an organization is built—and is functioning with at least fair efficiency—it will keep going. That is, provided it is properly stimulated and furnished with adequate incentives and is carefully supervised and supplied with sufficient training programs.

Other top managements feel that this system satisfactorily provides for 90% of needed personnel, but that it has the disadvantage of making an organization ingrown. To prevent this, these companies supplement their home-grown personnel with an influx of people brought in from the outside.

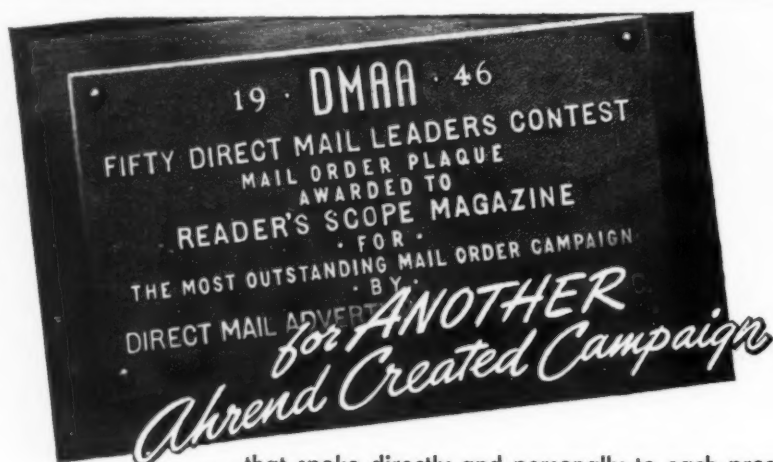
### Speed-Up Method

2. A Faster System: An increasing number of top managements hold that the method of building an organization mentioned in the previous section is too slow for present conditions. They feel that additional methods are needed for building a result-getting organization. They say that an executive set-up should be like a good football squad—several deep in every position.

This is a comparatively new line of thinking and various systems are being developed for dealing with it. The one that seems to be working out the best is to make the training of future executives a major activity of the company. The Standard Oil Co. of New Jersey is one organization that is working along these lines.

3. Probably the most far reaching of all executive development programs is the one being followed by the Vick Chemical Co. Smith Richardson, senior executive, has been working on a plan for a number of years. It has been in use in part for many years and is gradually being brought into wider use in the company. It is known as the "35-Year-Plan."

Mr. Richardson's conception is that present executives of a successful company must be doing a good job or the company would not be successful. His contention is that it is the future executives of the company that top management should be worrying about. In 35 years all present executives of the Vick or in fact of any company, who are 30 years or older, will no longer be in the picture. He figures, therefore, that it would be the principal concern of present executives to train men to carry on 35 years hence or by the time present management reaches retirement age.



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**SALES MANAGEMENT**





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Among the world's most widely traveled products are the hardware, small tool and machine parts that make up the day by day over the counter, warehouse and tool crib components of our major manufacturing and construction trades. It's a half billion dollar business, moving relatively heavy items requiring shipping containers that must stand the rigors of travel and still be attractive for display. The War brought new metals, automatic machinery and mass production, and reconversion is bringing

new merchandising problems. The trend is toward better distribution, safer travel, thanks to set-up boxes.

Only set-up boxes can give you the versatility that gives added strength and greater sales appeal.

Write directly to national headquarters for your copy of the survey, No. 88, "Hardware, Small Tools and Machine Parts", published and copyrighted by the Postwar Planning Committee of the National Paper Box Manufacturers Association.



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NOVEMBER 1, 1946

## AGRICULTURE SPROUTS WINGS



Most light-plane manufacturers believe that 50% to 70% of their civilian plane sales will be to farmers. Already, several thousand farmers have their own planes, private landing strips and hangars. Flying farmers use their planes in a variety of ways to save time and money. Poisoning insects from the air, checking on cattle and fences, hunting predatory animals are established practices. Seeding crops from a plane is being tested. Business and recreation trips to distant cities are now on the farmer's week-end schedule.

All this is just one more indication that the farmer is a progressive, keen-minded individual. In place of the old time drudgery, the modern farm is run by mechanical power.

The American Farm Bureau is proud of its members — almost a million of them — who lead their communities with sound judgment and a pioneering spirit. They offer a fertile market for a wide range of quality products. The Nation's Agriculture will bring your sales message to this select group.

*The Nation's*  
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**973,537**

FARM FAMILIES OF THE

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FEDERATION**

58 E. WASHINGTON ST., CHICAGO, ILL.

## Coming Your Way

### .....aluminum combination storm window and screen

is being marketed by the Eagle-Picher Co. Production and sales of the new window are under direction of the home insulation division and supplement the company's line of home comfort and building material products. All major parts are of durable, extruded aluminum in a soft, non-glare finish. Use or extruded aluminum gives lightweight, smart appearance and permits strong narrow frames and a wide glass area. Even the screen cloth is aluminum. The window is permanently installed to provide year-round weather seal. Both storm window panels and screen inserts may be quickly and conveniently changed inside the home as seasons demand and they may be easily washed at the kitchen sink. A sliding panel at the bottom of the frame provides controlled ventilation, and for warmer days storm window panels may be tilted for additional ventilation.

### .....electric mail-opening machine, called the "Letter Opener,"

is being introduced by Pitney-Bowes, Inc. It automatically slits open incoming mail at speeds up to 700 envelopes per minute, depending on type of mail and operator's handling. It is said to cut open envelopes of varying sizes and thicknesses without slicing or damaging contents. A handy dial controls precision trimming off of envelope edges. The machine auto-

matically separates mail and speeds it along angled feed track to rotary cutting knives and thence to stacking hopper. Vahan Hagopian designed the smart, modern exterior. Big appeal of the Mail Opener is that it cuts the time ordinarily consumed in opening and distributing office mail.

.....**darn-aid**, a product of Hungerford Plastics Corp., is a plastic darning ball that is white on one side and black on the other. It has a simple and obvious advantage over the single-color darning balls. One simply darns dark fabrics



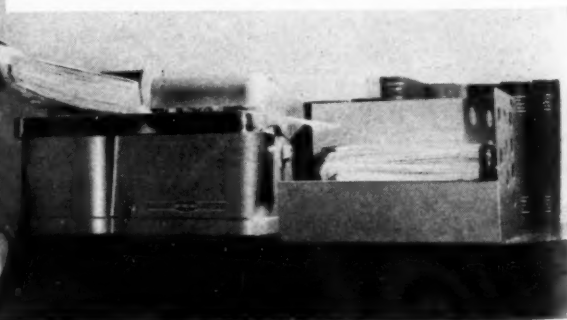
SEWING AID: It simplifies darning.

against the white side and light fabrics against the dark side. Darn-aid makes for a reduction in eye-strain and a better darning job. In addition, the tapered handle is convenient for the mending of glove fingers.

.....**roach-killing ribbon**, newest product in the line of Field Products Co., is made of a highly absorbent blotting paper which is saturated in a 50 per cent DDT



FOR INCOMING MAIL: Slits open envelopes at rate as high as 700 per minute. It opens envelopes of varying sizes without damaging the contents.



SALES MANAGEMENT

solution, to which has been added a five per cent solution of Velsicol 1068. Velsicol 1068 is a new chemical compound discovered and perfected since DDT, and is known to be from three to five times as effective as DDT against the cockroach, and much quicker in action. In addition to its superlative killing power Velsicol 1068 is said to have prolonged residual activity. Called the Safe-Way Roach Ribbon, it is extremely simple to use. After the outer covering is slipped off the ribbon is placed behind sinks, baseboards, along shelves, window sills, counters, in and behind drawers, and in fact any place that roaches frequent. The ribbon is said to remain effective for months.

.....hooded pen, is now being marketed by American Lead Pencil Co., makers of the Venus Pencils. It is claimed that the special patented construction under the



VENUS PEN: Special patented construction gives improved ink control.

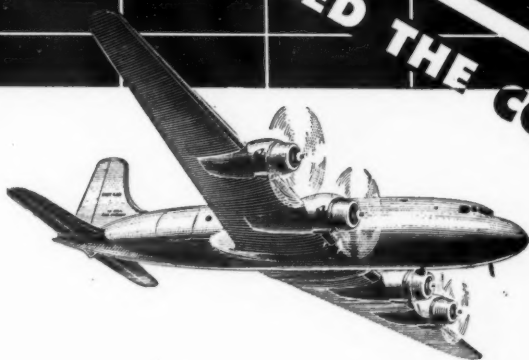
hood gives improved ink control and writing performance. It uses either quick-drying (writes dry) ink or regular ink. The Venus Hooded Pen has a gold cap, deep pocket clip, and 14-karat gold point, and is described by the company as being a luxury pen—in all but price.

NOVEMBER 1, 1946

WE'VE SPEEDED  
THE SERVICE

INCREASED  
THE FREQUENCY

LOWERED THE COST



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**Write Today** for the Time and Rate Schedule on Air Express. It contains illuminating facts to help you solve many a shipping problem. Air Express Division, Railway Express Agency, 230 Park Avenue, New York 17, N. Y. Or ask for it at any Airline or Railway Express Office.

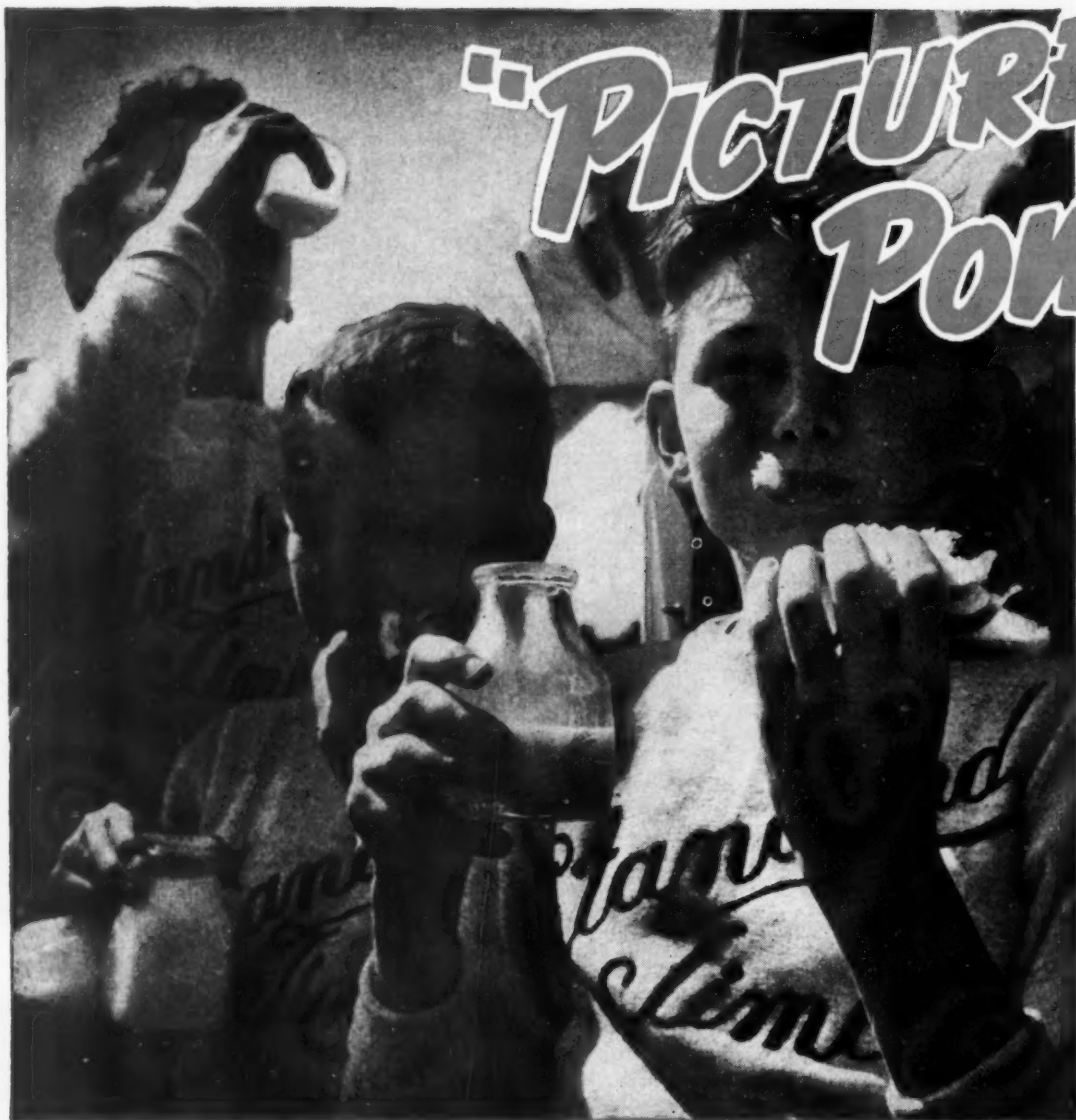
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| 149                                 | \$1.00 | \$1.00 | \$1.00  | \$1.23  | 3.07c                      |
| 349                                 | 1.02   | 1.18   | 2.30    | 3.68    | 9.21c                      |
| 549                                 | 1.07   | 1.42   | 3.84    | 6.14    | 15.35c                     |
| 1049                                | 1.17   | 1.98   | 7.68    | 12.26   | 30.70c                     |
| 2249                                | 1.45   | 3.53   | 17.65   | 28.24   | 70.61c                     |
| Over 2350                           | 1.47   | 3.68   | 18.42   | 29.47   | 73.68c                     |
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SALES MANAGEMENT

# About Mr. Moody, Who Is Putting New Ideas Into Mattresses

Mattresses for tall sleepers, mattresses with woven-in design for kindergartners, mattresses without tufts, even mattresses made of glass—these are some newsworthy notions this far-westerner is putting into mattress-making.

It took a pink slip in the pay envelope and a devastating fire to put A. Moody & Co. in the ranks of the 10 largest United States mattress manufacturers.

Nearly 30 years ago, Alfred Moody got the pink slip. Because of age, his services were no longer required by X oil refinery. He was 55, had a family and \$200 in the bank. At church next morning he met a stranger who was up against it too. The stranger, an unemployed mattress maker, told Mr. Moody what excellent possibilities the field held—if only he had some backing. So Mr. Moody withdrew his savings, bought some second-hand machinery, and founded A. Moody & Co.

The stranger was right; Mr. Moody prospered. When he died in 1936 he left a thriving mattress factory to his 24-year-old son, Joe. But in 1941, just when our defense program was tightening up on machinery and materials, Joe ran into a bit of Moody luck. The factory burned to the ground, leaving him with nothing but a lot of orders.

## Dream Founded on Ashes

From the ashes of the old factory grew Joe Moody's dream of building again on a more solid foundation—one that fire could not destroy. He got to thinking about putting ideas into his business, ideas that would give mattress users greater safety, comfort, and convenience, ideas that would lift Moody mattresses out of their regional niche into national prominence.

So while he collected hard-to-get machinery, built his own springs because there were none on the market, became the first American to import Mexican ticking, recruited scarce mattress workers from the California workshop of the blind, he was also cultivating ideas. Today, demand for the striking Moody mattresses with the built-in ideas is so great Mr. Moody has recently converted an

enormous car barn into a factory with 165,000 square feet of floor space—approximately  $3\frac{3}{4}$  acres.

What are some of these ideas which have so extended the Moody line that Mr. Moody proposes to make his mattresses the main product for complete bedroom departments in retail stores?

For one—the idea that mattresses, too, should be sized.

We all know the jokes about big guys whose feet out-distance their sleeping arrangements. If these tall ones can afford it, they order a custom-built job to accommodate their footage. Otherwise they suffer.

For their benefit, Mr. Moody introduced the So-Long mattress, 6'8" long, single or twin width, with over-length bed rails or Hollywood box spring legs included at no extra cost. There is also the King Size mattress,

equally long but of an extraordinary width, 6'4", for people who like to move about while they sleep without falling out of bed. Moody dealers now stock both these mammoth mattresses at a mass production price and the big man can finally escape his Procrustus bed without paying double indemnity.

At the other end of the scale is the Moody crib mattress, 4'4" long. This pint-size edition is covered in a flame-proof, water-proof fabric which sports colorful kindergarten pictures. Such pictures had previously been printed on to add sales appeal. Mr. Moody was the first to discover that they could be woven into the cloth itself, thus giving the Moody crib mattress a unique feature.

The Scroll Regency model fills another long-felt need. Housewives are all too familiar with mattress buttons and tufts. The buttons pull off loosening the mattress filling which then becomes lumpy. The tufts cause hollows which catch dust and lint. Why not, Mr. Moody asked, eliminate these twin hazards? And in the Scroll Regency he did just that. Not a tuft or button on it. Instead, its



ATTENTION, SMOKERS IN BED: The glass mattress remains intact under a blaze. Here the onlookers register no concern during an actual fire test.



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entire six-inch thickness is quilted by 38,000 stitches which hold the padding in place through many years of hard service.

The most remarkable of Mr. Moody's ideas, however, is the glass mattress: a mattress no cigarette can set afire, which won't support insect life, never has to be turned, cannot aggravate your hay fever. Douglas and Lockheed are adopting it for its extreme lightness, its incombustibility, and because in flying over oceans, it cannot gain weight by absorbing moisture.

No wonder that when exhibited last summer in the Los Angeles home show, it stole the spotlight, drawing 20,000 eager spectators.

This glass mattress is one of the more unusual applications of Fibreglas—insulating material of the Owens-Corning Fibreglas Corp., Toledo.

Fibreglas and Fibreglas fabric were in the news after V-J Day, and in Los Angeles was a product man, W. M. Schultz who was casting about for new industrial uses for the material.

### Fibreglas to the Fore

Mr. Moody believed a glass mattress something worth developing. But Fibreglas has such wide potentialities that Owens-Corning was beset by a lunatic fringe of inventors with impossible applications. So they told Mr. Moody his mattress would have to be brought to the practical stage before the company could approve.

Aided by Mr. Schultz, who is now with A. Moody & Co. in charge of that department, Mr. Moody went to work making a Fibreglas mattress. There were a good many difficulties. For instance—nobody could keep a sheet on a glass mattress made of untreated fabric. It is so smooth that the bedding would slip off, even if the housewife coaxed it into staying on in the morning. This is overcome by coatings on the fabric, a Moody development.

Glass fabric cannot be dyed. People would want colors in glass mattresses. Mr. Moody's product can be made any color, plus a design on the top side of the mattress to show that it is made of glass and that it never needs turning. That is done with a coating. Another treatment prevents water from penetrating the padding. Of course even untreated glass will not absorb moisture.

When the first glass mattress was submitted to the Owens-Corning people last spring, they found it sufficiently advanced for testing under actual service conditions. These tests

were conducted according to U. S. Bureau of Standards specifications. For example: A 275-pound square roller was passed over the glass mattress thousands of times—punishment far more severe than a mattress would be subjected to under years of service by a restless fat man tossing and trying to sleep.

After many such tests the glass people were convinced, and this fall Owens-Corning is publicizing the Moody-Maid "Glas-Sleeper" in its national advertising.

Among the new product's many advantages, its incombustibility ranks as Number 1. In the past, smoking in bed has caused considerable loss of life and property. But with a "Glas-Sleeper" it is the cigarette, not the smoker, which will die.

Mr. Moody himself believes that people who suffer from certain allergies caused by dust, pollen, molds and the like are going to discover something pretty nice for them. He was astonished by the figures showing how many such people there are. The glass mattress produces no organic dust of its own, and offers no sustenance for the growth of fungi or other irritating substances.

The glass mattress also seems to be unaffected by wear, impervious to the ravages of time, will not shrink, rot, or be harmed by acids or mild alkalis. Its lightness will please the housewife, even though she does not have to turn it. A twin "Glas-Sleeper" mattress weighs less than 40 pounds, against 55 for a conventional cotton innerspring.

### Output Steadily Rising

If glass fiber absorbed moisture, its original lightness would be cancelled out in ocean flying, because kapok, cotton, and hair mattresses soon double their weight by soaking up atmospheric moisture. The glass mattress does not gain an ounce. And in an emergency, it will float as a life preserver. Douglas is using it in the DC-6, Lockheed in the Constellation.

During the war civilian mattress production fell off 40%, but Mr. Moody's output steadily rose, and his 1946 dollar volume will triple that of 1945.

Originally, the company sold around Los Angeles. In 1943 it began to add Pacific Coast territory. Now the objectives are national, with business paper advertising and radio programs like "Erskine Johnson in Hollywood," "Queen for a Day," and "C.B.S. Surprise Party." An extensive program of national advertising in publications will begin as soon as supplies ease.



# How to Work with Stations to Get More Out of Your Radio Investment

BY THOMAS R. COX, JR.

Director of Merchandising, Stations WATR and WNAB

You can extend the value of your program in local markets if you learn to work closely with individual station managers. Many stations will willingly provide merchandising and research services for both local and network advertisers.

Even in these days of inflation, people who spend their money try to get 100 cents worth out of every dollar. Especially is this true in business where money is spent with the idea of a return, be it in prestige, increased sales, employee morale, or a quality product. So it is surprising that so few national advertisers look for peak returns from their radio advertising dollars.

The advertisers who sign, through

their agencies, for a network show running for say, 13 weeks, check carefully the programs, commercials, ratings, and market areas, check everything in fact but the stations carrying the series. The stations are paid through the network, they carry the show, and that, for all practical purposes, ends that.

Now if a radio station's service

ended with beaming the program to listeners in the area, the national advertisers would be justified in not considering them further. But just as an industrial heating manufacturer includes servicing of his installation and suggestions about effective use as a part of his product, so most radio stations will service the programs they carry at no additional charge.

What are some of the services which a station can extend to its clients? Though there are variations depending on client and station, these services are usually expressed in five main ways:

YOU CAN BAG THE BONUS SALES POWER in your radio advertising by enlisting the network stations on your team. Let your district manager and the station field men talk over your selling problems in the area. Then the station people will help move your product out front, in windows and on counters. They'll also promote your program and build listener interest by spot announcements on the air. Good merchandising lifts their sales—and yours.



1. Every station does a considerable amount of audience promotion. It will run advertisements in local newspapers urging the public to listen to a particular program; it will post displays in windows, use outdoor advertising, and most important, will plug various programs in almost endless spot announcements on the air. This enlarges the audience and intensifies interest in the program and its message.

2. Most stations will do a sub-



**RADIO MAKES A PERSONAL APPEARANCE:** In Chicago, Station WLS field representative spreads word about the station's Feature Foods program. Advertisers and grocer cash in on these calls: they build listeners—and sales.

stantial merchandising job. They will write dealers who handle the sponsor's product or products, urging them to push the product through good display and word-of-mouth recommendation, since "Particularly now, with local radio backing, interest in the Standard Mills line is high."

3. A station often is able to cooperate with advertisers who would like to check on the standing of their product and competing products in a certain area. These stations, because of their relations with local stores, are in a position to ask the stores for information about sales and turnover which the manufacturer himself either could not obtain at all or only after a costly survey.

4. Where a given area is not adequately covered by salesmen, stations will double in brass by distributing point-of-sale material. A manufacturer's counter cards, window streamers, posters and so on will be placed in dealers' hands by the station, with appropriate comment on the manufacturer's support through the local radio program.

5. For companies starting business or those attempting consumer distribution in the area for the first time, the station representative will travel in the area with the company salesman, introducing him to dealers and placing behind him and his company the station's local prestige. In such cases, the salesman sells the product while the station man sells the advertising for the product.

In short, the advertiser who pays for radio time is in a position to command more than the station's wattage. One class of advertiser is fully aware of this: the local advertiser, usually a retail merchant. This is

natural, as the local businessman and the station stand in the normal relation of buyer and seller. The station, as seller, must thoroughly understand the sales problems of the business, while the buyer will do his best to discuss these problems so that the station can decide on the most effective time to schedule the program, the type of program, and so on.

As the local advertiser, save in rare cases, has no agency, the responsibility for producing the show rests with the station. Despite the time and effort the local station must spend on selling the advertiser and producing the local show, its personnel are usually far happier about it than they are about the professional program with big names which they pipe in from the network lines. And because they feel a responsibility for the success of the local advertiser, they will use every means at their command to promote his program.

The national advertiser, on the other hand, is just about as remote to the network station as the Kremlin. The sales department of the network, headquarters New York City, sells the national hook-up to the advertiser's agency, headquarters New York City. Between them, the scheduling, the commercial writing, the program planning, the promising, are done. The network station gets only the word on the teletype after the decisions are made. These stations know nothing about the advertiser's problems, what he hopes to accomplish in the region, whether or not he is planning to introduce a special campaign for a new product. They are, in fact, no more than beasts of burden. And as a result, the national advertiser suffers.

With only a little effort, any network advertiser can bring all the signed stations into the family, and enlist them on his selling team. First, he can give them some responsibility for landing his order.

Before the national advertiser signs for the first time or renews his contract with the network, he can notify the district sales managers of his intention, listing the call letters of all stations being considered in the particular area. The district managers might then call on those stations near them while asking the salesmen to call on stations in their territories. During these calls the district sales manager and station manager would discuss ways in which the station could help the company, the station manager could outline just what the station would be prepared to do, and the sales manager could then report to his company on what type of service each station is prepared to offer.

The district manager could also reveal to the station some of his company's problems in the area. A short description of how the company operates, how many salesmen are employed in the area serviced by the station, how often they reach dealers, and information about the line and contemplated additions or changes, would reveal no company secrets and at the same time give the station a sense of belonging to the advertiser's team.

### Stations Do Care

Such interviews before the contract was signed would put some of the responsibility for selling the time on the stations, would give them an interest in pleasing the advertiser, and would also give them some knowledge as to how they might be effective.

After the network gets the contract, another visit is in order. Perhaps this time station officials could be invited to visit the sales manager's office and the district warehouse. When inviting station personnel, both the program director and traffic manager should be included as they are largely responsible for scheduling of audience promotion spot announcements. The program director, as a rule, also has an important say about which shows are to be advertised in other local media.

Such visits to company offices and warehouses will have the effect of personalizing the advertiser.

In these talks after the contract has been signed the sales manager can question the radio men about how many people are listening to the program over the local station. He can discover the composition of the audience: Is it mostly women or is the

program aired during a family listening hour? What are the features of the show which make it "good radio?" What does the station manager think of the commercial copy being used?

The answers to these questions can be passed on to all salesmen under the district manager's supervision to help them sell the advertising to dealers. And the station will feel that its contributions and opinions are important.

The local advertiser, before he signs the stations, asks an interminable lot of questions. Every detail interests him. When he finally does sign, his order shows his confidence in the station and its staff. If the national advertiser can get on a similar footing with its network stations by questioning them before signing the network and after the program is on the air, they will feel that his order, too, reflects his confidence in them, though actually all their contract calls for is to pipe in the network line at a given time.

#### Substitutes Help—But

Because any station's "plus" services are a matter of individual discretion not specified by contract, the network's promotion department can only exhort the stations to promote certain programs. From the stations' point of view, the network's most valuable service is the furnishing of promotional material such as newspaper mats. Because of the network's efforts, stations often will push certain programs and products. But no matter how excellent and thorough the network's campaign, it cannot compete against a little contact with the advertiser himself.

A station often *wants* to do something for a certain sponsor, usually when it would mean more business. Consider the case of a soap company promoting its soap on a national hook-up. This company also makes toothpaste which it is advertising by spot announcements over selected stations throughout the country. These spots are bought through the individual stations rather than by a network arrangement. All the stations carrying the network program would like a piece of the spot business. And to get it, they are willing to do an all out job on that soap.

Despite their desire to impress the company, the stations' hands are tied. They are afraid to send out men on personal calls to the trade because of a possible unhealthy duplication of salesmen's efforts or of displeasing the company through an improper promotional slant. Only if stations and

advertisers work together in this way can there be an approach to success.

It is usually more desirable for the district sales manager to work directly with the station manager without using the agency as go-between. When agency prepared point-of-sale and display material is to be distributed by the station, agency advice can be useful. But as a rule, when the question of how to get sales is at stake, the sales manager is the best collaborator.

A final word to advertisers about their approach to the stations. Even if you use the belligerent, "I expect

good service and you'd better give it to me" approach, you will probably do better than if you use no approach at all. But the best attitude is that of presenting the problem and asking for assistance. And if a local station does a bang-up job for you, the district manager might tell the main office about it and the sales manager himself could write to thank the station.

Advertisers who will forget that radio stations should be heard and not seen may be surprised at the added punch their network shows will pack.

## WHERE ARE YOUR Markets?



Artwork by  
HAGSTROM SERVICE

### KNOW ALL OF THE FACTS

Few manufacturers, if any, have complete National Distribution. It is therefore necessary, in the jigsaw of distribution, to analyze your sales, your advertising and your sales potentials. Hundreds of HAGSTROM'S Commercial Maps and Atlases have been designed specifically for this purpose and for the allocation of Sales Territories. Hagstrom Outline Maps are available in any combination of States, Cities, Counties and Towns in sizes from 8 1/2" x 11" to 44" x 53" as well as Special Maps to your specifications. Send for a complete listing of Commercial Maps.

HAGSTROM'S revised MARKET ATLAS—Just released—48 State Data Sheets and 48 individual, 3 color, State Marketing Centers maps and United States statistical data—17" x 22" sheets in sturdy Heinn binder. Each complete \$34.50.\*

HAGSTROM'S MARKETING CENTERS MAP—No. 240-M—Wall map with all the marketing centers of the U. S.—including a complete Market Index to all cities—Black and 2 colors 54" x 41". Each \$6.00.\*

HAGSTROM'S INDUSTRIAL TRADING AREA MAP OF THE U. S. Map No. 1075-ITA Essential to every industrial supplier—complete with market index book of industrial sales and statistics. 5 colors, 64" x 44". Both \$12.50.\*

**HAGSTROM COMPANY**

\*F.O.B.  
20 VESEY ST.  
N. Y. C.

MAP MAKERS  
20 VESEY STREET

INCORPORATED

MAP PUBLISHERS  
NEW YORK 7, N. Y.

## WHO'S GETTING THE LIONS SHARE?

How the American Negro spends ten billion dollars annually is a vital question, to which we will soon have the answer. The Research Company of America is making a brand preference study of the 25 principal areas inhabited by Negroes in the U. S. This is the only study of its kind ever conducted. Reserve your copy on your letterhead now. We serve 24 times as many Negro papers as all other representatives.

**INTERSTATE UNITED NEWSPAPERS, Inc.**

NEW YORK • CHICAGO • DETROIT

545 FIFTH AVENUE

NEW YORK 17, N. Y.



# NOW you can have at Y



*Take Chautauque County, N.Y.  
as an example...*  
Here on one page you have the  
ANSWERS to such Vital Questions as:-

How large  
is the county?

What are the  
Major Towns?

What are the  
Major Occupations?

What kind  
of Homes?

How many  
Wage Earners?

How much  
Income?

What are the  
Farm Values?

How many  
Wholesale and  
Retail  
Establishments?

How much Urban  
and Rural  
Population?

How much  
Unskilled Labor?

How many homes have  
Major Electrical  
Appliances?

What Fuel  
do they use?

What are the  
Major Industries?

What are the  
Farm Products?

What is the  
Wholesale  
and Retail  
Volume?

Number of  
Employees?

ANSWERS

COUNTY BASIC DATA SHEET

Prepared by Farm Journal Market Research Department  
on the Plan and Form provided by the Division of  
Small Business, U. S. Department of Commerce.

COUNTY: Chautauque

STATE: New York

Census region: Middle Atlantic  
Commerce Dept. district: Buffalo  
Congressional district: 43

PHYSICAL CHARACTERISTICS:

Area (sq. mi.): 1,080  
County seat: Mayville

(Acres): 691,800

POPULATION CHARACTERISTICS (1940):

Population: 123,580  
County: 114.4  
Per sq. mile:  
Major towns:  
1. Jamestown 48,828  
2. Dunkirk 17,715  
3. Fredonia 8,738

Civilian  
123,580  
106.4

Proportion of population:  
On farms: 19.9%  
Urban non-farm: 60.7%  
Rural non-farm: 19.4%  
Native white: 68.7%  
Foreign-born white: 13.9%  
Negro: 0.3%  
Population: 14 yrs. and under 28,944  
15 to 19 years 10,701  
20 to 24 years 9,971  
25 to 29 years 43,388  
30 to 34 years 20,584  
35 to 44 years 12,886  
45 and over

Employed workers by major occupation groups:  
Professional: 6.0% Craftsmen:  
Semi-professional: 1.3% Operatives:  
Farmers & farm agers: 2.3% Domestic service:  
Nonfarm prop. & agers: 8.0% Other service workers:  
Clerical & sales: 14.2% Farm wage laborers:

Unpaid family farm workers: 1.3%  
Other laborers: 8.3%  
Other occupations not reported: 2.1%  
Total Employed Workers: 48,420 100.0%

HOUSING CHARACTERISTICS (1940):

OWNING UNITS: COUNTY 40,827 FARM 7,139  
With elect. lighting: 94.0% 76.3%  
With running water: 68.5% 48.3%  
With interior priv. toilet: 78.3% 31.6%  
With private bath facility: 71.4% 28.1%  
Needing major repairs: 18.3% 8.6%  
Built since 1929: 6.2%

OCCUPIED UNITS:

Owner-occupied units: 54.2% 78.0%  
With mech. refrigerator: 43.3% 28.7%  
With radio: 95.1% 94.8%  
Cooking with electricity: 4.0% 8.0%  
Cooking with gas: 14.0% 18.3%  
Cooking with wood: 42.7% 28.5%  
With central heating: 3.4% 3.7%  
Population per occupied unit:

MANUFACTURING CHARACTERISTICS (1939):

Estab's: 218 Wage earners: 13,787  
Wages paid: \$14,847,068  
Wages per wage earner: \$1,082  
Value of products: \$68,506,897  
Value added by manufact'g.: \$37,189,188  
Value added per wage earner: \$2,698  
War supply and facility contracts (cumulative through March, 1945): \$81,888,000

AGRICULTURAL CHARACTERISTICS (1940):

Proportion of total acreage in farms: 72.2%  
No. of farms: 8,973 Average size (Acres): 89.8  
Value of land & bldgs.: \$23,916,044  
Average value per farm: \$2,698,470  
Value of improvements: 10.8%  
Value of farm improvements: 46.6%  
Proportion of farm mortgage: \$19,881,358  
Estimated cash farm income - 1944: \$81,887,000  
Farm autos: 4,671 Farm trucks: 1,619

TRADE CHARACTERISTICS (1939):

Wholesale trade: Establishments 153 Volume \$17,437,000 Employees 908  
Retail trade: 1,647 \$42,479,000 4,537  
Service trades: 607 \$1,723,000 409  
Per capita retail sales: \$545.75 Per capita service receipts: \$15.94

MISCELLANEOUS:

Total bank deposits (Dec. 31, 1944): \$81,887,000  
Federal income tax (1943):  
Number individual returns: 28,489

Sales Management Magazine Indexes (1943):  
Effective buying income: \$140,121,000  
Market quality index: 102

Additional state and national data are available only through Farm Journal  
Market Research Department: West Washington Square, Philadelphia 5, Penna.

New York 7

# at Your Fingertips...

## A VERITABLE TREASURE CHEST OF BASIC MARKETING AND ECONOMIC FACTS ON EVERY ONE OF THE 3,072 COUNTIES IN THE U.S.!

Here in a complete set of 48 volumes are fundamental items of information upon which business location, market organization and sales policies are based. Now it is made available by the FARM JOURNAL to sales, advertising, marketing and research executives. This valuable data was prepared by the FARM JOURNAL Market Research Department on the plan and forms provided by the Division of Small Business, U.S. Department of Commerce. The FARM JOURNAL undertook the task of compiling the statistics, computing ratios and the publication of this valuable business data as a service to the U.S. Department of Commerce and American Business.

### ★ An Invaluable Aid to:

- SALES & ADVERTISING MANAGERS
- ADVERTISING AGENCIES
- RESEARCH ORGANIZATIONS
- SALES STATISTICIANS
- BRANCH & DIVISIONAL SALES OFFICES
- CURIOUS EXECUTIVES

**Set of 48 State Books...only \$25.00**

**Single State Copies...only \$1.00**

(PRICE ESTABLISHED BY  
U. S. DEPARTMENT OF COMMERCE)



*Order Today*

Limited Supply Available  
write to

**FARM JOURNAL**  
Market Research Dept. A  
Washington Square  
Philadelphia 5, Pa.

**Farm Journal**  
THE WORLD'S LARGEST RURAL MAGAZINE  
IN WHICH MORE ADVERTISERS INVEST  
MORE DOLLARS...MORE PROFITABLY

GRAHAM PATTERSON, PUBLISHER • WASHINGTON SQUARE, PHILADELPHIA 5

NOVEMBER 1, 1946

In newspaper  
circulation it is  
numbers that  
count and, in  
Washington  
... the *Times  
Herald* invites  
you to count  
them.

*George  
Patterson*  
Editor and Publisher

★

TIMES-HERALD . 249,576\*  
The STAR . . . 211,046  
The POST . . . 166,696  
The NEWS . . . 104,461\*

as of March 31, 1946

\*5 day average Mon. thru Fri.

**Times Herald**  
WASHINGTON, D. C.

★

National Representative  
GEO. A. McDEVITT CO.

# Shop Talk

**Somewhere Over North Dakota:** The frost is on the pumpkin down below and papa's gone a-pheasant hunting. Headed toward Seattle, I'm aboard one of Northwest Airline's DC-4's, an hour or more out of Minneapolis on the second leg of a trip to the Coast via the wheat-and-apple circuit.

**An Editor at Large:** Even though I had to compete for taxicab service against 1,500 Shriners in red fezzes and satin pants, I managed nearly two dozen calls in Minneapolis. I dredged up a promising load of pay dirt in the form of leads and ideas for articles; had morning coffee with some of the Pillsbury folks; lunch with the members of the sales managers' club; wedged in a tour through the General Mills appliance plant where Betty Crocker's new electric iron is being made. (Production that day: a little over 1,700. Goal, per day: 4,000.) We'll be bringing you, probably in the November 20 issue, the full story of the sales debut of the iron in several mid-western markets.

**The Making of a Name:** General Mills continue to demonstrate their superb skill in public and employee relations. S. C. Gale, the company's v-p in charge of advertising, gave me, the other day, a copy of a new booklet called "General Mills: Bringing a Good Name Into Focus."

Written expressly for the company's *employees*, it explains the reasons why behind GM's institutional advertising. (The Public Relations Department would, I am sure, send you a copy if you requested it.)

The booklet was introduced in the GM house magazine thus:

"Have you ever wondered, as you picked up a copy of *The Saturday Evening Post* and read on the back cover a General Mills advertisement, such as those reproduced on this page, just what the objective of such advertising is?

"Perhaps it seems a little strange at first glance that we are publishing stories about such things as monosodium glutamate, elevating gears for gun mounts, medicine made from wheat, guar seed research, and so on. Obviously no one expects to see any direct sales produced by such advertising and the casual reader might logically ask, 'What are you up to, anyway?'"

General Mills is all for giving the employees the answer to that question—and the "Good Name" booklet does the job.

It tells of the institutional campaign started back in 1943 "to tell the story of our company's services in a more complete way than ever before—to bring the name 'General Mills' into sharper focus." (Man-in-the-street language—no hucksters' "advertisingese.") It is pointed out that the company must tell its story to many different people. By way of illustration it pictures the *consumer* (who buys the products), the *citizen* (whose vote influences our law makers), the *farmer* (who supplies raw materials), the *public leader* (who molds opinion), the *baker*, the *grocer*, the *feed dealer*, and the *appliance dealer* (who sells or will sell the products the company makes).

Then it goes on to explain, the three-fold objectives of the institutional advertising: To link the products with the General Mills name . . . to make the name not only *well* known but *favorably* known . . . to help pave the way for the introduction of new products. Phase by phase, the report tells how successful this campaign has been up to now.

SALES MANAGEMENT



Example: Before the campaign a survey was made to determine public knowledge of, and attitude toward, the company. Another survey was made 18 months later to check progress. In answer to one question, "What big food companies are doing the best job of developing new and better foods?" General Mills jumped from fifth to first place on the list.

The story unfolds, touching on such activities as research in chemistry, the nutrition campaign, the chores of the service department. Even a foreigner with a poor command of English could grasp it.

American business as a whole hasn't yet fully recognized the advantages to be gained from telling the story of the advertising to employees. Yet, if they will do so, they will dissipate many false impressions, will give the worker group a clearer understanding of management objectives, and stimulate a new pride in producing goods to the exacting standards demanded by a well publicized brand.

**Air Conditioned Buses Are No Pipe Dream:** So they tell me at Minneapolis-Honeywell. I spent a pleasant two hours with Sales Manager J. Haines and Sales Promotion Manager Roy Warmee talking mostly about some of the interesting problems the company has encountered in the introduction of Moduflow. Those of you who have infant prodigies in your own product family will want to watch for this story. It'll be coming up in December.

**Be a Guinea Pig, Sir?** Some weeks ago I designed a check sheet for my own use on this trip and for other roamers on the editorial staff, on which any sales executive in about two minutes can record for me his current "worry list." These are the subjects we want to be sure are covered adequately in winter issues of SM. As the questionnaires pile up, they give us a sharply defined and accurate poll on subscriber needs.

I've just gone over about 20 of these sheets filled out during staff interviews made in the last three weeks. All the "guinea pigs" are presidents, v-p's in charge of sales, or sales managers, and they represent such companies as Servel, Ruud, Andrew Jergens, General Motors, and General Electric.

Highest attention priority—manpower problems: hiring, training, equipping, controlling, etc. Wanted by almost all: more articles on relation of sales department to top management, advertising policy, public relations, public speaking, the sales executive as a leader, how to plan and run sales meetings and conventions, case histories on introducing new products. This last listing checks out one hundred per cent with what I'm finding out in personal calls: Just about everybody has a new product or a new line. Most of these are the result of the war. Already I've had sneak previews of products about ready for the assembly lines, and not one of them is without radical improvements which will give competitors the hot foot.

**Next Week, Seattle:** Somewhere in the middle of this note-making I stopped to stare, with intense interest, out of the plane window, at some big scale demonstrations of contour plowing. Stopped to chat with a fellow passenger. Stretched my legs at Billings. Stopped to eat a lamb chop with mushrooms. Stopped to grouch with a pretty stewardess because neither of us could see our Homecoming football game tomorrow. So now we're within 20 minutes of Seattle and my word count shows me I'm pushing my copy limit.

I sign off with a grateful nod to Northwest Airlines—for well-nigh perfect service and perfect transportation comfort from the Atlantic to the Pacific. When those new Boeing Stratocruisers\* are delivered in 1947, Gentlemen, count me in as an eager prospective passenger.

**A. R. HAHN**  
Managing Editor

\*Double deckers carrying 80, 7 hours coast-to-coast, cocktail and observation lounge, double beds for night flight, but sorry, no bowling alleys!

NOVEMBER 1, 1946

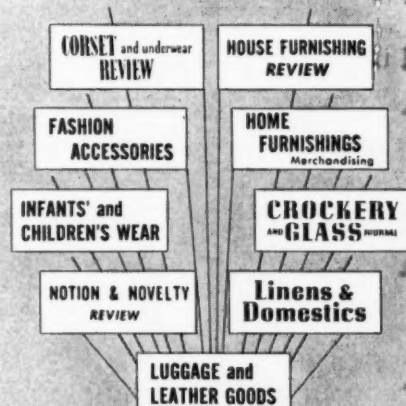
## "pay dirt" technique that delivers buying power



The forty-niner took infinite care to sift the dross from the gold—the term "pay dirt" was coined to designate the precious residue.

A meticulous sifting process likewise retains only the valuable buyer-readers for each of the Haire Merchandising Papers. The highly selective editorial service attracts and holds their buyers in each specific market.

Here's the result—  
55,000 "pay dirt" readers  
in Haire's nine markets!



**HAIRE**

**MERCHANDISING PAPERS**

HAIRE PUBLISHING COMPANY  
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh • Chicago  
Detroit • St. Louis • Los Angeles • Atlanta • London

# Is the Meat here to stay? A



• Our critical shortages of food and housing have filled the nation's press with conflicting stories—charges and countercharges. It's high time to replace hot argument with cold facts. In the new issue of The American Magazine, Hubert Kelley, former leading farm editor, answers **WHERE'S THE MEAT?** And H. R. Northup, leading lumber authority, answers **WHERE'S THE LUMBER?** You'll read

## A MEATY TABLE OF CONTENTS

More than 2,500,000 American families know where to turn when they're hungry for authoritative information on vital issues of the day.

For these two and a half million families—men and women—know that month after month The American Magazine brings them important articles, on important subjects, by people who can speak with authority.

**Where's the Meat?** and **Where's the Lumber?** are a double-barreled example of The American Magazine's editorial enterprise. That enterprise has built an audience of millions—millions of alert Americans—alert to new problems, alert to new products. And quick to turn their interest into action!

WHERE IMPORTANT PEOPLE  
TURN TO SAY  
IMPORTANT THINGS

# ? And where's the Lumber?



filled with facts about the food and housing crisis that have never been published before! You'll learn when you can really count on a steady flow of meat — and what the real prospects are for relief from the housing shortage. Both answers of these authoritative articles are under the same cover — the December issue of The American Magazine, on sale at your newsstand.



## The American Magazine

THE CROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK 17, N. Y., PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, AND WOMAN'S HOME COMPANION

NOVEMBER 1, 1946



# CAMPAIGNS AND MARKETING

## Cleaner Selling

The Eureka division of the Eureka Williams Corp. is launching the biggest advertising campaign in its history this fall and winter to promote its complete home cleaning systems and its cordless electric irons. Directed by Geyer, Cornell & Newell, Inc., the schedules call for use of expanded lists of national magazines and business publications.

The home cleaning system drive is keyed to a "new freedom for the housewife" theme with copy emphasizing time and work saving advantages. Panel illustrations picture the system's upright and tank-type cleaners as well as attachable cleaning devices such as dusting and floor brushes, utility tool, and waxer.

Half-page, black and one color insertions are scheduled in *The Saturday Evening Post*, *McCall's* and *Collier's*, while similar copy in two-column and two-third page space units appears in *Good Housekeeping* and *Sunset* magazines.

Promotion of the company's newly-perfected cordless electric iron is effected by spot drawings appearing in all national magazine insertions. In addition, local merchandising impetus is being given through a staggered scheduled of cooperative newspaper advertisements, running on a city-by-city basis and keyed to initial distribution of the iron in markets throughout the country.



SHOWCASE . . . Display cabinet for the Berkeley Windproof Lighter shows six, holds twelve in special reserve-stock drawer.

To augment consumer advertising, Eureka is also scheduling two-third page space units in *Time*. Institutional copy interprets the company's new industrial identity to the American public since acquisition of the Williams Oil-O-Matic Heating Corp. and other properties.

Rounding out the campaign is a series of insertions appearing on a monthly basis in seven business magazines.



ALUMINUM FOIL . . . This food-protecting, sales-upping wrapper is back on Nestle Bars.

## Bank Radio Programs

Through a "package" of radio programs designed by the Advertising Department of the American Bankers Association and recorded by the National Broadcasting Co., banks all over the country are to be aided in making better use of radio advertising.

The "package" consists of 30 recorded 4½-minute dramatizations designed to furnish the public with information about bank credit. Each program deals with a loan problem and shows how the intelligent use of a loan from the bank provides the answer.

Thirty programs are supplied to allow the banks a range of choice. The 4½-minute time for each recording is to allow the sponsor flexibility in making its individual announcements. It is suggested that the recording may be used as the core of a 15-minute program with library music supplied by the local station, or as a 5-minute broadcast with the bank's announcement at either end.

Free sample recordings of four dramatizations have been offered to radio stations in order that they may show the banks just how a program



ONLY PRESSURE COOKER . . . Made of stainless steel, copper-clad, this new Revere Ware item is campaigning in national magazines with combined circulation over 17,250,000. Albert Dorn did four-color art.

will go on the air, with music, announcements, dramatizations, all woven into a 15-minute program. The first bank, or group of banks, in each community ordering the series will be given exclusive local rights to the material.

This first series, which is to be followed by others, according to the Advertising Department of the American Bankers Association, dramatizes the following subjects: mortgage loans, Veteran loans, small business loans, farm loans, automobile loans, home repair loans, personal loans, home equipment loans, general loan services, life insurance loans, and collateral loans.

## Decorate That Home

Margaret Wilson, Inc., newly-formed direct mail company of Providence, R. I., is launching, via the W. Earl Bothwell Advertising Agency, Pittsburgh, Pa., and New York City, a test campaign for its home furnishings, soft goods accessories, and decorator items.

The initial campaign uses 630-line copy in *Grit* and *The Christian Science Monitor* and concentrates on Margaret Wilson curtains. "Gimmicks" in the advertisement include a copy block of the firm's decorating hints and a free offer of Scotty shade pulls.

Advertising which will follow the initial test campaign will cover other Margaret Wilson products, including draperies, window shades, yarn, lampshades, ready-made slipcovers, and Venetian blinds.

# Global Survey Finds Business Conditions Unsettled Everywhere

Shortages and delays in resuming normal distribution are not the exclusive headache of the United States. The problems of other nations are brought to the annual Boston Conference on Distribution in a super-quick, world roundup.

Twelve hundred executives from many parts of the United States and several foreign countries heard and at the same time read up-to-the-minute results of a world-wide business survey by cable and telegraph at the final session of the 18th annual Boston Conference on Distribution held Oct. 14 and 15 at Hotel Statler, Boston.

The audience heard the results of this novel, super-quick global survey from C. F. Hughes, business news editor of *The New York Times*, who conducted the demonstration with the aid of special cable and telegraph facilities of the Western Union Telegraph Co. Simultaneously, the audience read the results on Trans-Lux screens located at easily visible points in the room.

Cabled and telegraphed dispatches bringing the resumés of business conditions came directly to the room from correspondents of *The New York Times* in London, Paris, Amsterdam, Moscow, Stockholm, Chungking, New Delhi, Melbourne, Buenos Aires and Ottawa as well as from 10 cities in the United States.

Some reports from foreign lands were read by Mr. Hughes as fast as portions of them were received on the teleprinters. For example, a rather lengthy London dispatch was handled in this way. So was the Moscow report, and most of the dispatches from American cities.

The Moscow report drew particularly close attention. "Soviet Russia, in spite of her teeming millions of population," it stated, "is up against the common difficulty of labor shortage, particularly skilled labor, and the reason is destruction of farm machinery which keeps farm hands from joining their comrades in the factories."

The Russian dispatch continued, in part: "There is almost no limit to prospects for the sale of American goods to Soviet Russia, were proper financial arrangements concluded. During the period between the first

and second world wars, the Soviet Union exported over 200 commodities to the United States, including many raw materials. In view of the tremendous amount of raw materials needed within the Soviet now for reconstruction and other purposes, it is difficult to see how exports could reach pre-war volume.

"Generally, conditions in distribution commodities are expected to improve in 1947. More consumer goods, although probably not enough to meet demands, are expected to be produced by light industry which, during re-



C. F. HUGHES, business news editor, *The New York Times*, reads dispatches from correspondents in all parts of the world about business conditions.

conversion and reconstruction, had to play second fiddle to heavy industry.

"Communication generally remains one of Russia's most important problems. Freight car loadings in the third quarter of this year increased in grains, coke, wood, industrial raw materials and building products. They decreased in coal, ores and cement. Industry is now producing new cars and locomotives to replace those lost in the war. Construction has lagged in some areas."

The London correspondent reported that "production for Britain's home market currently is one per cent

below the level of 1939 . . . but demand is so much greater than pre-war that a long period of continued shortages of clothing, home furnishings, electrical appliances and other items is forecast.

"Export output has exceeded expectations, averaging 37% above 1939 volume. Manpower, fuel and some raw material shortages as well as a lack of modern machinery are curbing production for both the export and the domestic markets.

"Token imports of a number of American products up to 20% of pre-war volume has been permitted since the United States loan was granted. However, imports from the United States in 1947 and 1948 are expected to continue to be confined mainly to food and productive machinery.

"Commitments to India, Argentina and other countries holding sterling balance are likely to prevent any sizable increase in British exports to the United States in the next two years."

Amsterdam reported "coal is no longer a problem in Holland where industry is operating at from 60 to 70% of pre-war. . . . Workmen are scarce and not too willing. The outlook for 1947 is viewed as moderately hopeful."

"France," stated Paris, "is staging a remarkable recovery with industry back to 80% of the 1939 level. Steel has succeeded coal as the No. 1 need. Outlook basically good—except for one thing—financial instability. Unless that can be licked, prices can't be stabilized and the new savings required for the tremendous reconstruction job won't be forthcoming."

Coal is the one big problem in Sweden. *The New York Times* Stockholm correspondent suggested that the real reason for granting the big Russian credit was the lure of Polish coal. "From 10 to 15% of Swedish exports will go to Russia as a result of the loan," he cabled.

"India and China," declared Mr. Hughes in summarizing the reports from those countries, "present cases where it is a bit useless to attempt any measurement of business and its prospects. Political and labor unrest in India are coupled with lack of machinery and inflation. . . . In China the warring factions have first call on all transport. . . . American business men in Shanghai are worried about



the glut of commodities in port cities."

"Down under," stated Mr. Hughes, "British and American industrialists are 'legging it' in a race to open Australian branch factories from which they believe they can better serve their Pacific markets. Labor and coal shortages are felt, and lack of dollar exchange limits trade with the United States."

South America has lots of cash and lots of needs for both consumer and heavy goods. Argentina has \$700,000,000 which was recently unfrozen by Great Britain, and therefore ought to be the best South American market.

As for the United States, Mr. Hughes said that the reports indicated labor trouble, material shortages, unbalanced production and finally the stock market nose-dive have changed some ideas about the business outlook. "We were going to avoid another 1920 this time," he said, "and now we're not so sure." The survey made plain that fear of another 1920-21 is in the business air. Operations have become cautious. However, the weight of opinion seems to be that while there may be a shakedown recession next year, it will not be on the 1920 scale in either intensity or duration."

## China Handbook Lists U. S. Services

Directory provides  
Chinese industry with  
sources of 2,000 items.

Publication of the Directory of the China-America Council of Commerce and Industry, the first handbook of American business concerns to be distributed in post-war China, is announced by Arthur B. Foye, president of the China-America Council.

The directory, a cloth-bound book of 360 pages, contains listings of goods and services and advertisements of nearly 400 members firms, constituting a representative cross-section of that part of American industry most actively interested in promoting trade with China. Approximately 2,000 items are listed in the commodity sections, together with the names of the various companies exporting or importing the particular products.

"The issuance at this time of this major promotional publication," Mr. Foye points out, "is tangible evidence of the faith of the membership of the China-America Council in the future of our trade relations with China. Despite the present abnormal conditions in that country, the American business concerns in closest touch with the situation have not wavered in their confidence in the possibilities of developing a large and healthy two-way trade with China."

A first edition of 3,000 copies of the directory of the China-America Council has been printed, and will be distributed primarily among Chinese industrial, financial and trading companies, government agencies concerned with industry and commerce, technical and trade associations, and other leading individuals and groups in economic spheres in China.

# KROYDON COVER

TOUGH  
SOIL RESISTANT  
WATER REPELLANT  
EYE APPEALING

for

CATALOGS  
MANUALS  
INSTRUCTION  
BOOKLETS  
PORTFOLIOS  
PROPOSAL  
COVERS

*Kroydon Cover is distributed by leading  
Paper Merchants throughout the country*

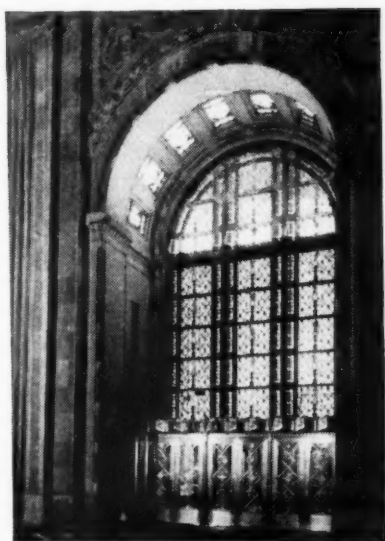
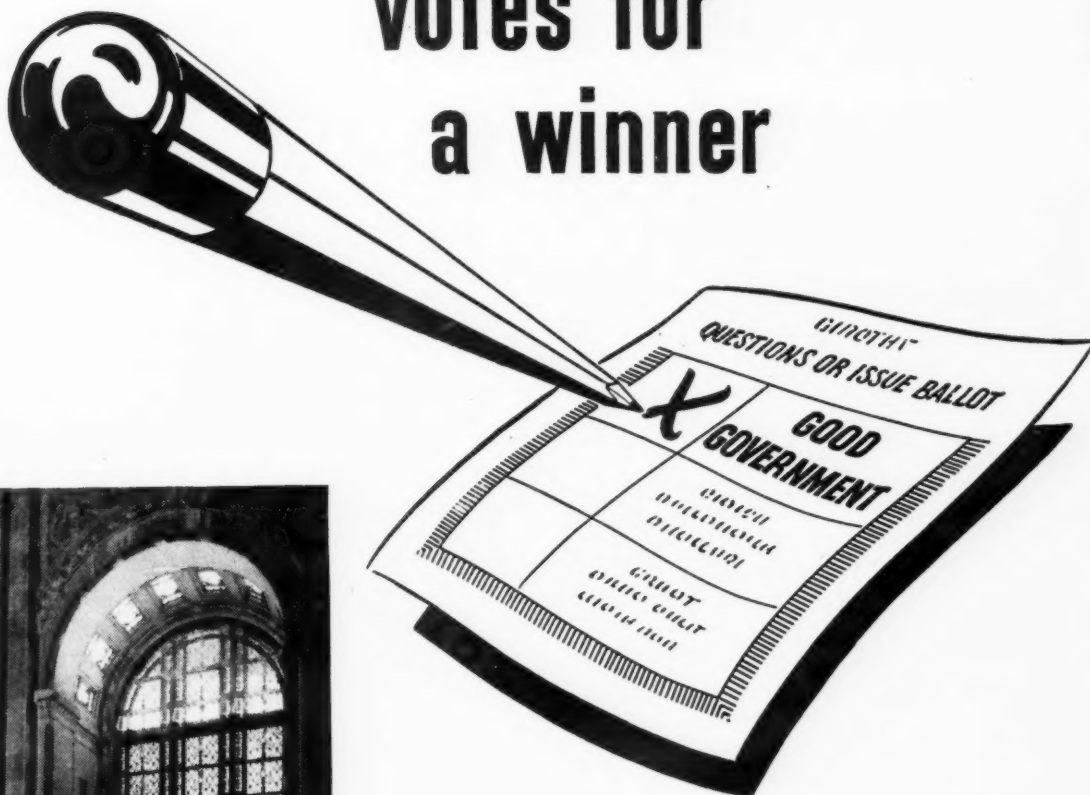
COMPANION COVER LINES

TWILTEX • LEATHERCRAFT • WOODTONE

HOLYOKE CARD & PAPER COMPANY  
SPRINGFIELD 7, MASSACHUSETTS



# Cincinnati votes for a winner



Main Entrance—Cincinnati Times-Star

Excluding colored funnies, brown sections, and magazines, Cincinnati daily newspapers, during the eight months ending in August, carried the following General Display linages: Times-Star, 1,618,814; other evening paper, 1,035,768; morning and Sunday paper combined, 1,159,828.

All cities desire good government. Cincinnati has it, and has made of it an ideal for other cities to follow, so that the civic pride of Cincinnati runs quiet and deep. The same civic pride that regularly elects candidates qualified to perpetuate the nation's "best governed city" also finds expression in all things economic and cultural. This stable, financially strong government helps make Greater Cincinnati a great market. And wise advertisers know that maximum sales are generated by the union of a great market with a great medium.

## CINCINNATI TIMES-STAR

*First* ★

... IN ADVERTISING  
AND DAILY CIRCULATION

MEMBER OF THE AMERICAN NEWSPAPER ADVERTISING NETWORK

NOVEMBER 1, 1946

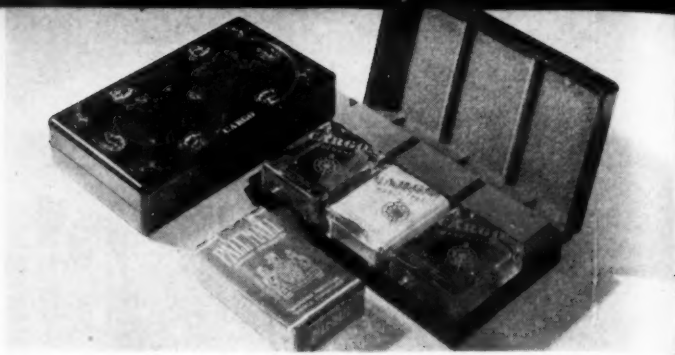
HULBERT TAFT, President  
and Editor-in-Chief

#### TIMES-STAR ADVERTISING OFFICES:

NEW YORK 17, N.Y.  
60 East 42nd Street  
Albert H. Parker, Mgr.

CHICAGO 1, ILLINOIS  
333 North Michigan Ave.  
Fred D. Burns, Mgr.

WEST COAST REPRESENTATIVE:  
John E. Lutz, Chicago 11  
435 North Michigan Ave.



## Designing to Sell

(Captions read counter-clockwise)



**CARGO TOILETRY KIT:** Designed to occupy minimum space in a traveling bag, the plastic case contains 2-ounce leak-proof flasks of shave lotion, talc and cologne. Cargo kit is made by Duncan Storm, Ltd.

**SMALLER PRESSURE COOKER:** The new two-and-one half quart version (left) of the Ekco pressure cooker is now being marketed by Ekco Products Co. It is described as ideal for preparing meals for two or three people.

**COMPACT HOME JUICER:** Latest addition to the Juice King line is of a compact size that makes it particularly practical for the kitchen where space is limited. Retail at \$5.95 and is made by National Die Casting Co.

**COVER GIRL HAT BOX:** Now being introduced by Loyal Luggage & Leather Products Co., the smart carry-all is available in black or brown simulated alligator. Also comes in simulated python in green, cherry red.



**MOTOROLA RADIO-PHONOGRAPH:** Model 75F31 has a "Floating Action" record changer that handles ten 10" or eight 12" records. Other features: three bands, FM, standard broadcast and short wave, AC Superhet, walnut veneer cabinet. One of a new line by Galvin Mfg. Corp.



Nationwide survey of supermarkets shows:  
**50% OF BUYING DECISIONS ARE MADE INSIDE THE STORE**



## New Study Reveals Point-of-Sale Opportunities Ahead

**T**ODAY more and more manufacturers are planning for the time when shortages are over and they will face once again the problems of getting more business. In making these plans, the data contained in this latest study of impulse buying should prove informative and helpful.

The survey shows that women decide on every second purchase after they've entered the store. In two out of every five instances, they act solely on impulse!

Such figures reveal the opportunity for the package to act as a sales help. Your product becomes its own best salesman, constantly on the alert to turn a passing glance into a sale, when it's packaged in Du Pont Cellophane. It flashes an effective sales message to the shopper's eyes.

We hope the day will soon come when our converters and ourselves can meet all demands for Cellophane. In the meantime, you'll want to check every detail of this timely study of impulse buying. A full report is contained in our new booklet, "Design for Selling." Write us today!

E. I. du Pont de Nemours & Co. (Inc.),  
Cellophane Division, Wilmington 98, Del.



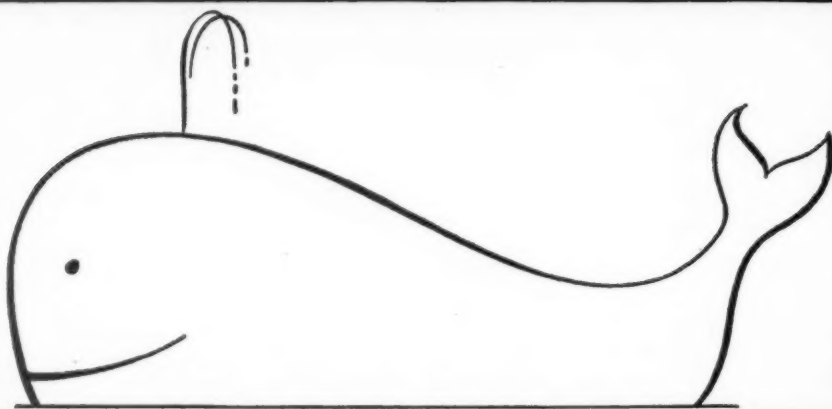
# Cellophane

**Shows what it Protects—at Low Cost**

BETTER THINGS FOR BETTER LIVING  
...THROUGH CHEMISTRY

NOVEMBER 1, 1946





## A WHALE of a Buy for a TADPOLE BUSINESS

**T**ODAY, despite the disturbed state of the world, America is hitching up its belt for the most enormous surge of business in its history.

Hundreds of whole new industries are in the tadpole stage. Just getting underway. Sprouting one leg. Then another. Starting to swim upstream.

Plastics, jet propulsion, atomic power, radar, detergents, frozen foods, rayons, nylons, a thousand-and-one other new product concepts that the public hasn't even grasped yet—are on the way. *What do they mean to America?*

Remember right after the last war when radio, electric refrigeration, the airplane, toothpaste — yes, even the automobile—were tadpoles too?

Today, another such era is before us. Today's tadpole businesses need help. Not to make—but to **SELL**.

\* \* \* \*

It seems awkward, does it not, that a business man whose manufacturing ability is akin to genius, is so often something less than genius when it comes to advertising and promotion?

Is it too much to say that in many such cases, ox-cart merchandising methods in the coming jet propulsion and radar age will result in appalling business losses and economic wastes?

Is it too much to say, to these men who head these new tadpole businesses:

—*If you must creep before you walk, start with "first things first."*

\* \* \* \*

Let's take a quick glance at the promotion tools that are available today to any tadpole business that has the perception to use them:

*First*, a good package with plenty of copy, plenty of "sell."

*Second*, good trade paper advertising.

*Third*, catalog inserts, broadsides, consumer circulars and how-to-use-it booklets to help your distributors sell.

*Fourth*, the best possible point-of-sale advertising.

*Then, and not until then*, consumer advertising.

This, for a tadpole project, is the order of "first things first."

We need not point out to you how many manufacturers *start* with *fifth* things first, and leave the rest to chance.

\* \* \* \*

The age-old arguments about packaging, trade paper advertising, and the like, we will leave to others.

Our argument is in behalf of point-of-sale advertising as No. 1 on the list of consumer advertising media. *Because millions of times a week, that point-of-sale is the manufacturer's first direct contact with the consumer who can make him or break him.*

Let's suppose, for the moment, that you are a tadpole manufacturer.

Let's suppose that you have at your disposal a million-dollar advertising and promotion budget.

Let's suppose, moreover, that you want to go ahead and spend that million-dollar advertising budget—*right now*. So you launch a "million-dollar consumer advertising campaign." What happens?

*What usually does happen* is that you will drive the consumer as far as the door of the retail store.

But that's all. For at that point you lose control of her, and the retailer takes over.

This retailer is handling hundreds, probably thousands, of different items. Some of them are his old and trusted friends. On many of them he makes large profits. Some of them are in direct competition with you. On top of which, everything in the store is competing against your tadpole product for the consumer's dollar.

*Ask yourself: What chance has your tadpole product against the hundreds of items that have first call on the retailer's time and enthusiasm and shelf-space — and whose manufacturers enable him to forcefully and continually display them?*

Doesn't this all add up to the fact that after you get distribution—after your trade paper advertising has taken hold with the trade—a forceful, hard-hitting, year-round campaign of *point-of-sale* advertising is just about the first

step to take, not the last?

\* \* \* \*

We started in this point-of-sale advertising business 102 years ago.

Today, planning and creating point-of-sale advertising campaigns is our principal function. *And planning is the most important function of all.*

*Planning* takes us directly to retailers in strategic markets, to find out in advance *what* these retailers can use and *how* they will use it.

*Planning* feeds down-to-earth selling ideas to our own creative department, to be streamlined into a sound retail store-promotion program.

*Planning* is your "customer insurance"—because it enables you to find out in advance, through us, how your material will be used and therefore how great an opportunity it will have to produce sales.

Today's shortages restrict our own opportunities to accept immediate new business.

But we are always ready to sit down with any manufacturer, tadpole or otherwise, who has read this advertisement; is ready to change his thinking on point-of-sale advertising technique; and wants our advice on how to go about it.

**FINALLY:** Whether you come to us or to one of our good competitors, we say—for your own sake *give the point-of-sale industry an opportunity to do your job right.*

That's how a tadpole business can get going fast—in a whale of a big way.

### Snyder & Black, Inc.

Creative Agency Service at the Point-of-Sale  
200 WILLIAM ST., NEW YORK 7, N. Y.

#### West Coast Office

448 SO. HILL ST., LOS ANGELES 13, CALIF.

Member Of The  
Point-of-Purchase Advertising Institute, Inc.

SALES MANAGEMENT

# Simmons Three-Dimensional Models Pre-Test Retail Store Layouts

No longer must managers of bedding departments struggle with blueprints to visualize how to get the most out of their floor-planning and merchandise-grouping. Simmons sets up model displays and sends photographs to the store.



**PREVIEW LAYOUT PROBLEMS:** Simmons employs three-dimensional models and sketches to lay out modern displays for retail stores. These models can be endlessly re-arranged so that bedding department managers can see exactly how to use floor space and lighting to best advantage. Then the job is blueprinted.

By the end of the war, the Simmons Co., leading manufacturer of bedding, had learned that over 80% of its customers were considering modernizing their bedding departments. The company had had plenty of experience in this respect, having helped more than 500 retailers with display ideas and plans in the previous 15 years. So, to be of service to bedding retailers, and, incidentally, to build future volume for itself—and, indeed, to help the entire bedding industry—Simmons inaugurated a comprehensive program for assisting dealers with their floor-planning, merchandise-grouping, and displays.

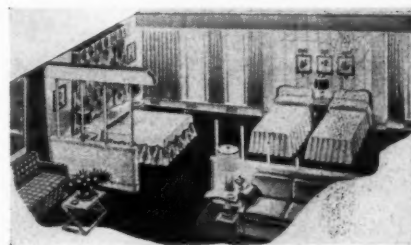
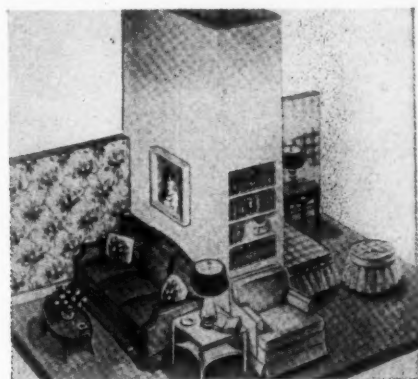
The program centers around a manual, "IDEAS for Bedding Department Modernization by SIMMONS;" and a system by which dealers may send in sketches, dimensions and other information on their

bedding departments, from which the company's Modernization Department prepares a model department (using a flexible miniature scale model set-up), photographs it, and sends to the retailer the photograph, written recommendations and a blueprint, to fit his specific needs.

The "Ideas" book was brought out in March. An advertisement announcing it was published in *Retailing*, and over 1,000 written requests for it was the result. Merchants inspired to remodel and modernize entered into correspondence with Simmons, to such a degree that a shortcut for helping them seemed advisable. The solution took the form of the scale model program. The miniature set-up was demonstrated at the last Furniture Market in Chicago, and it was immediately apparent that dealers liked the idea. Without

further promotion, except through explanation of the service by salesmen calling on the trade, requests have been pouring in to Simmons' modernization department. An average of four set-ups are photographed each day in both the Chicago and the New York office, but the demands upon it keep running ahead of production.

Into the development of this program has gone Simmons' accumulation of sound ideas for building volume and profits through bedding sales. The firm is in a fortunate position to make itself heard, since the National Retail Furniture Association has gone on record recently to the effect that bedding departments yield the highest earnings on invested capital, and highest returns on floor space. "In furniture stores, over the



past 10 years, \$1 invested in bedding has yielded an average of \$10.14 as against a general store-wide average of only \$5.21. Almost double." The N.R.D.G.A. has also commented on the profits to be had from bedding: "The bedding department is the most profitable department in the entire home-furnishings division." According to N.R.D.G.A. statistics, although bedding accounts for only

1.1% of the sales in department stores, it actually makes 3.5% of the profits. With such backing, and with the prestige of selling the famous Beautyrest mattress, Simmons could be sure that its ideas on merchandising bedding would receive a respectful hearing.

In addition to advice following accepted lines of procedure for setting up special departments, Simmons also furnishes a number of new and original suggestions. One of these has to do with the ledge, or narrow projection following the wall line

(with cove lighting overhead), on which mattresses and springs may be displayed in a vertical position. This permits examination of the merchandise at eye level, without stooping. (In the case of mattresses, it is understood, of course, that most will be displayed horizontally, so that the shopper may sit on them to test them.) Simmons also suggests methods of displaying headboards, which the firm is now actively promoting. There are several methods suggested for breaking up long lines of wall space, and for creating the effect of "rooms," or "half-rooms," by the use of dividers (of glass rods, pipe, wooden rods, etc.), or partitions. The advantage of the rod dividers is that they give the illusion of a wall, but without cutting off light or the view. Moreover, they are attractive and they form pleasing settings for the merchandise. Typical of the suggestions offered is that an already existing rod or column be incorporated into a series of these forming a divider. ("Columnitis" is the bugbear of departments which must occupy considerable floor space.) Another suggestion is the concealing of a large column by building an "island" display around it. Methods for directing traffic inside the department are also revealed, a typical one being the use of a "spot" display, strategically placed, brightly lighted, and perhaps set up on a slight elevation—to attract the shopper and cause her to walk toward it. These and other similar recommendations are in the popular "Ideas" manual.



**INDIVIDUAL FLOOR PLAN:** This is one layout suggested by the Simmons Co.

In the past, Simmons made such recommendations and incorporated them into blueprints, for retailers. But the difficulty is that few laymen can easily interpret blueprints. The present method of setting up the particular model department which fits the dealer's needs, in three dimensions, permits him to visualize the way his department might look, if modernized. Photomurals, wall displays, dividers to break up floor space, island displays and all other features the store recommends are shown as they might actually appear in his department. (Simmons even provides an "Oscar," a cut-out figure of a man, which is included in each setting, as the "human" touch.)

The miniature model of the bedding department which Simmons has was built on the scale of 1/2 inch to the foot. Actually, there are two—one in the Chicago office and one in New York City. The work was done by the company's own craftsmen. The pieces are of wood, painted in

## A Story Worth Telling is Worth Showing

Our sales promotion  
**SLIDES**  
make selling  
easy as **ABC**

Specialized Facilities for  
design preparation and  
complete production,  
plus projection service.

## PRESENTATION SLIDES AND FILM STRIPS

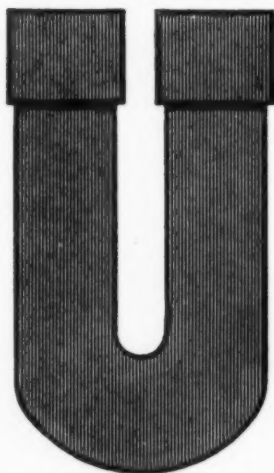
35 M.M.— 2" x 2"— 3 1/4" x 4"

Transparencies Kodachrome  
Black and White

35 YEARS KNOW-HOW IN  
VISUAL TRAINING TECHNIQUE.  
ADVERTISING PRESENTATIONS.

**NATIONAL STUDIOS**  
**BRYANT 9-3684**

145 WEST 45th STREET  
NEW YORK 19, N. Y.



John Blair and Co., Representatives

## IS FOR UTOPIA

... and Knoxville is about as close  
as you'll ever come to finding the  
Sales Manager's Utopia. Month in  
and month out Knoxville ranks among  
the leaders in Sales Management's  
High Spot Cities Forecast.

**WROL**  
NBC FOR EAST TENNESSEE  
**KNOXVILLE**

SALES MANAGEMENT



soft colors, with patterns representing those of mattresses and bedspreads. Each retailer who requests the service receives not only the photograph, but a letter of specific instructions and guide sheets to enable his carpenters to make such details as dividers and ledge displays. He also receives blueprints for any special features recommended. All the material is bound together in an attractive cardboard folder.

During the war it was impossible

for civilians to buy Beautyrests. The Simmons Co. is confident that demand for this line—the backbone of the business—will continue to forge ahead, as the merchandise becomes available. Nearly \$200,000,000 is said to have been spent by consumers on these mattresses in the past. If good merchandising counts for anything, sales of the line should go along nicely, when bedding departments are modernized in accordance with plans.



## Airborne Jobber Salesmen

In the next 12 months, 1,800 men from 100 jobber organizations will be flown from their offices in all parts of the Nation into Camden, N. J., in a new specially equipped DC-3 passenger transport plane to take an intensive sales training course given by R. M. Hollingshead Corp.

The Hollingshead company always has believed that firsthand observation of manufacturing and laboratory checking helped salesmen to do a better job selling the company's line of "Whiz" automotive chemicals. So the company long has invited jobber executives and salesmen to visit the Camden plant for two or three days. The relatively long travel time required to come from the Middle West and the Far West has tended to hold down the number of jobbers who could spare the time to visit the plant.

With this new transport, the kind used widely by airlines and by the army for troop transport, Hollingshead can fly jobbers in and out on fast schedules. The

DC-3 is scheduled to make two round-trip flights every week. The first group of 18 to be flown in came from the Automotive Equipment Co., Detroit. The second group came from Hunt-Marquardt Co., Boston.

The plane is equipped with a sound-insulated cabin. It has two roomy davenports seating six passengers comfortably in addition to easy chair accommodations for the other 12 passengers. There's a writing desk, a radio, a conference table for four, and a complete airline buffet.

Hollingshead has a former airline pilot in command, assisted by a first officer and a hostess. Hollingshead provides substantial insurance protection for both employer and family of each guest carried in the plane. The company, which expects this training program will result in increased sales through a better informed sales force, also operates a twin-engine Beechcraft plane for the use of its executives. Additional planes are on order.

## KITCHEN KIBITZING IS GOOD TASTE IN DALLAS

Texas housewives are interested in good food—and in its preparation. And because they want to know about efficient kitchen equipment and labor saving gadgets, The Dallas Times Herald offers a unique feature, "Kitchen Kibitzing," in the weekly food section. This column is devoted to kitchen wares found locally, items on unusual packaged foods and specialized recipe books of interest to the gourmet.

## THE DALLAS TIMES HERALD

DALLAS' GREATEST NEWSPAPER  
Represented by  
THE BRANHAM COMPANY



BEST TEST CITY  
IN THE  
MID-WEST

*Ad Beyer*  
SAYS...

Get this down in your "Best Markets" list . . . Rockford leads again with a 52 per cent gain in retail sales! August Illinois Business Review, reporting sales of independent stores, credits Rockford with the highest percentage gain of all major markets in the state. Your advertising will click in Rockford . . . and I don't mean maybe!

*At the Top in Illinois*

**ROCKFORD**

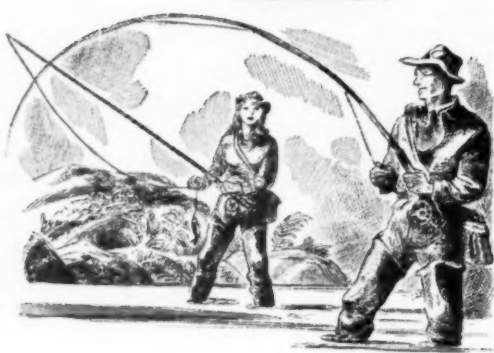
**MORNING STAR  
REGISTER-REPUBLIC**

**111,000  
METROPOLITAN POPULATION**

ACHIEVEMENT



RECREATION



SELF-IMPROVEMENT



# Do you know the 12 basic human interests?

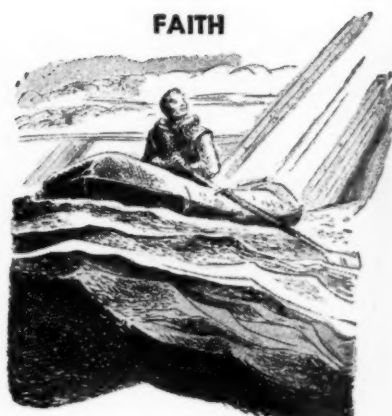
SCIENCE



HEROISM



FAITH



Typical articles from *The American Weekly* designed to satisfy the  
**12 BASIC HUMAN INTERESTS**

**ACHIEVEMENT:**

*The Hands of Jack Kelly* . . . . . Sept. 29, 1946

**CULTURE:**

*The First Sign of the Cross* . . . . . Feb. 24, 1946

**FAITH:**

*My Faith—Albert Einstein* . . . . . Oct. 13, 1946

**TRAGEDY:**

*Life or Death?* . . . . . Sept. 8, 1946

**HEALTH:**

*Streamlined Mothers of Streamlined Babies* Oct. 20, 1946

**HEROISM:**

*A Rabbi, Two Parsons and a Priest* . . . Sept. 1, 1946

**MYSTERY:**

*Case of the Secretive Governess* . . . . Aug. 4, 1946

**SELF-IMPROVEMENT:**

*The Luck of Sarah Blanding* . . . . . May 19, 1946

**RECREATION:**

*Training the Sightless to Star in Sports* . . May 19, 1946

**ROMANCE:**

*Chopin's Real Love Story* . . . . . July 28, 1946

**SCIENCE:**

*Atomic Medicine—Curb for Cancer* . . . June 9, 1946

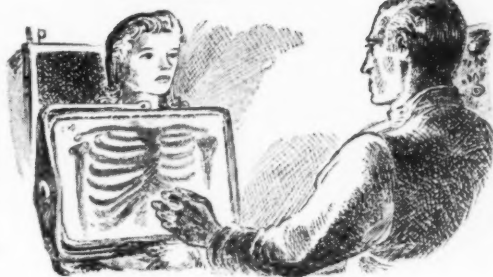
**SECURITY:**

*A War Memorial to Make Kids Happy* . . May 26, 1946

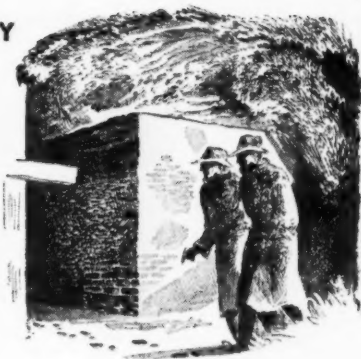
## TRAGEDY



## HEALTH



## MYSTERY



What draws thousands of fans to a ball game or a prize fight? Why do people like to swap stories about their operations? What makes a high school boy suddenly start robbing Dad's necktie rack?

All these actions stem from one or more of the 12 basic human interests—*Achievement, Culture, Faith, Health, Heroism, Mystery, Recreation, Romance, Science, Security, Self-Improvement, Tragedy.*

### A GREAT PUBLICATION BUILT ON THE 12 INTERESTS

Yes, these are the 12 basic human interests that move all Americans. Upon these interests, so deep-seated in all of us, one of the most successful magazine editorial policies has been built.

It is a policy that appeals to *everyone*, regardless of income, education or social standards. *It is the editorial policy of The American Weekly . . . and it has attracted the greatest reading audience in the world.*

People everywhere are caught and held by the vital stories in this great magazine. These stories, every one of them, are true—and there is no greater drama than real

life. Every single story is illustrated for broad appeal. Every story, even the most technical, is written so that everyone can read and understand—one of the most difficult feats in journalism.

The influence of stories so carefully selected and so powerfully presented has often been demonstrated. For example, articles in the June 2nd and June 9th issues of *The American Weekly* this year revealed government "hoarding" of uranium radiation. This radiation is used to produce radio-active substances vitally needed for treatment of cancer, leukemia and goiter. On June 14th—faced by an enlightened public—the government released the life-saving substance for medical science.

### WEEKLY HABIT IN OVER 8,800,000 HOMES

It is no wonder, then, that *The American Weekly* reaches one out of four American homes every week . . . a larger circulation than that of any other general magazine. It is no wonder that these families, attracted and influenced by the unique editorial content, are similarly influenced by the advertising associated with it.

## SECURITY



## CULTURE



## ROMANCE



# THE AMERICAN WEEKLY

Greatest Circulation in the World

Distributed through 20 great Sunday newspapers from coast to coast  
MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK 19, N. Y.

NOVEMBER 1, 1946



# The Policy Behind Lightolier's Selective Distribution Program

Based on an interview by Harry Woodward, Jr. with  
**M. LOEBELSON • Advertising Manager, Lightolier, Inc.**

Spotting the qualities by which one wholesaler thrives where another would fail is the first step in picking the sales team. Lightolier, Inc. employs a six-page questionnaire to blueprint jobber's competitive sales plans.

Time was when the electrical wholesaler, selling to electrical contractors, builders and general consumers, ran a sort of package goods store. On his shelves one found boxes and cartons of unassorted lighting fixtures which were hauled down for the consumer (who frequently made her selection from catalog illustrations), with no attempt at any intelligent sizing up of the buyer's lighting problems, less attempt at merchandising on the wholesaler's part.

Some years ago Lightolier, Inc., manufacturers of lighting fixtures and lamps for 42 years, recognized that consumers would be better served and sales volume materially benefited if consumers were given expert guidance in selecting lighting equipment for the decorative advantages and lighting comfort it could bring to the home. Such guidance, of course, required a high type of salesmanship and effective displays from which consumers could make their selections. But, more fundamentally, it required recognition of the importance of these factors by top management of electrical distributors. The company began to stress these elements. Partly as a result of these efforts and partly because of the general demand, pre-war, by consumers for more information, guidance and adequate displays of samples, small and backward wholesalers and dealers have been disappearing. Those who could not, or would not, keep pace with the times fell by the wayside, and those who systematically improved their stores, displayed merchandise effectively, offered the consumer intelligent assistance, forged ahead.

But from the point of view of executives of Lightolier—manufacturers of well styled, quality lighting equipment—who had decided upon a policy of selective distribution, there existed

the problem of determining which of the survivors would continue and flourish and which would disappear or diminish in importance. An essential preliminary to such selection was first, a clear recognition of those facilities and policies which distinguished the merchant who was aware of the trend and was determined to benefit by it; second, the framing of a simple questionnaire which would bring these factors to light and at the same time benefit the thinking of the distributors exposed to the questionnaire.

## Sheep or Goats?

Lightolier has its plans for separating the sheep from the goats. Realizing that the day of a buyer's market is not far away, the company is nearing the completion of a Selective-Distributor program with the objective of carefully choosing an efficient, on-its-toes list of distributors. Months ago Lightolier—which is in the moderate price brackets of the lighting industry—sent out its salesmen armed with a comprehensive questionnaire which had been carefully designed to provide a fool-proof picture of its distributors' methods, plans, chances for growth.

The six-page questionnaire calls for concentrated thought not usually possible under the constant interruptions of business routine, so Lightolier salesmen are cautioned not to beard the distributor in his office when he is busy. They take him to a luncheon and, in a quiet atmosphere, the salesman and the distributor complete the questionnaire. Secrecy is no part of the session—the dealer is told why Lightolier is asking him for such detailed information. Not only that—when the forms are completed the distributor is given a personal copy for his own files because it serves as a

blue-print for his future thinking, planning and action. The second copy is retained by the salesman and the final copy goes to the home office. The results thus far indicate that the questionnaire is not so much a "questionnaire"—which can usually be answered without stimulating the thinking of the person interviewed—but the basis upon which a thought-provoking "open forum" can be held. An interesting by-product of this procedure is the valuable retraining which Lightolier's salesmen undergo during the course of the interviews. Their attention, too, becomes focused upon competitive selling and their thoughts concentrated upon how they can help their customers *sell* more Lightoliers, not how they can persuade them to *buy* more.

The questionnaire itself is divided into six sections with a page devoted to each. The first section is headed, "Will your showroom be made a more efficient sales machine?" Four sub-questions comprise this first section. To the side of each sub-question are notes, designed to guide the distributor's thinking, and to keep the conversation from rambling. The first sub-question, for instance, is, "Are you planning to change the appearance of your showroom? Complete Remodel — Spruce-Up — None —" To the side of this is, "Profits in tomorrow's competitive building market depend in part on displays which attract and satisfy customers."

Section Two deals with, "How may your showroom salespeople produce more profitable results?" Here the distributor is asked if he has plans for training showroom sales personnel, whether his salespeople are paid a straight salary or a commission, and what incentives the distributor gives them to do a better job. He is also asked if he will instruct his salespeople to push branded merchandise and how. At the same time the distributor is reminded to say "It's a Lightolier"—which enables him to cash in on a nationally known reputation.

Section Three deals with another basic phase of lighting merchandising: "Have you a plan to increase con-

# why MR. HATTERAS!

dear sir! please!

Where in the name of all that's  
native did you get the idea that WOR  
lays sound down only on New York?

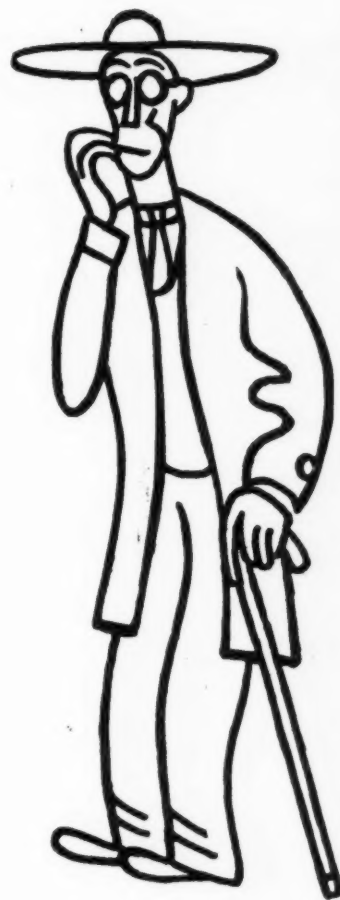
1. Haven't we charted, mapped out, pointed, emphasized the exquisite fact that we cover all of one great state and the most densely populated portions of an additional six? And 63 counties in those states? With radio homes—4,704,675 of them—in those counties, and states? And 16 cities with 100,000 people each?
2. Haven't we told you that altogether the swellest combination of good newspapers in the nation—191 of them—list WOR's programs DAILY? And that these papers are read by 10,624,966 people? And that the benign editors of those papers in 13 states, including Canada, wouldn't list WOR's programs if their readers couldn't hear them?
3. Why, Mr. Hatteras, when you buy WOR today, you buy Bridgeport and Lancaster and Newark, Philadelphia, Wilmington, New London, and . . . Oh, 477 other cities and places, for the price of ONE station!

NOTE—SPOTBUYERS WOR is now doing one of the nation's most intensely concentrated and effective jobs of group market coverage this side of the Mississippi. It's something to remember when making station selections.

# WOR

*—that power-full station at 1440 Broadway, in New York*

MUTUAL



sumer showroom traffic?" Here the distributor is asked such pertinencies as, "Have you a mailing list?" and "How many names of dealers and contractors are on it?" Guided by the side notes, the salesman explains that one way to insure showroom traffic is to maintain and work his 'escort' mailing list. A tested survey (for which Lightolier supplies the necessary materials and guidance in operation), the salesman adds, will (a) bring back old customers, (b) find new prospects, (c) build a mailing list, and (d) assist in the train-

ing of all new salespeople.

Section Four deals with mark-ups and prices—aimed to sharpen the dealer's realization that *consumers* select lighting fixtures, while mechanics select electrical wiring supplies, and that, therefore, one field lends itself to good display and salesmanship, the other to catalogs and discount comparisons.

In Section Five the basic question is, "What sales promotion and advertising will you as a distributor undertake?" This question, Lightolier has found, is almost a self-selector. The

answers quickly classify distributors into those who intend to sell lighting equipment as decorative home furnishings and those who still consider them wiring devices which hold electric bulbs.

Section Six closes the survey with a consideration of "What dollar quota shall you set?" The distributor is asked if he has a "Guesstimate" as to the dollar residential lighting business he will do in 1947. Carrying it further, he is asked what percent of his lighting volume he thinks he will do in Lightoliers—both fixtures and lamps. He is also asked from how many suppliers he plans to purchase.

An alert distributor, Lightolier believes, should have no antipathy to the questionnaire. On the contrary, if he is genuinely interested in improving his place of business, in growing rather than stagnating, he will welcome it. In return, Lightolier offers its chosen distributors concrete aids and advantages. Years ago Lightolier established consumer showrooms of its own to serve as a testing laboratory for designs, displays and selling techniques. Over the years, those showrooms have grown to be the largest lighting displays in the country. The company now plans to provide its distributors with model showroom plans, developed as a direct result of Lightolier's "on-the-firing-line" experience in running showrooms, the company's contacts, and (The salesman stresses this point.) the thinking brought out by the questionnaire which the distributor has just completed.

#### Card Evaluates Customer

From the facts emerging from the questionnaire, the salesman's observations of the distributor's reactions to it, and the results of his frequent calls on the distributor, a special card for the salesman's personal use—with a copy for the home office—is made up. This card provides space for the salesman's evaluation of individual distributors (progressive . . . standing still . . . drying up . . . easy to live with . . . hard to get along with . . .). The salesman also indicates the background of the Lighting Department management, (whether it's experienced, receptive, etc.); the layout and appearance of the showroom itself; pricing policy and customer good-will.

With completed questionnaires from all sections of the country as its guide, Lightolier has little difficulty in selecting its distributors. And by such careful selection—at comparatively small outlay—the company is building its future on bedrock, assured of distributors who are progressive, aware of competition, and alert to new thinking and new methods.

## EVERY WEEK

**OPD PUBLISHES IMPORTANT BUYING INFORMATION, INCLUDING OVER 5,000 CURRENT MARKET QUOTATIONS FOR CHEMICALS AND RELATED MATERIALS**

**P**URCHASING executives use the market quotations for the 5,000-6,000 chemicals as a comparative shopping guide. Depending upon the size of the organization, the "buyer" may be the President, Vice President, Treasurer, or Purchasing Manager—or a combination of two or more of them. Whatever his title, he uses OPD to chart trends and to check rises in prices of the materials he is constantly buying for his organization.

Keeping buyers abreast of changing market conditions in the field of chemicals and related materials has been OIL, PAINT & DRUG REPORTER'S job for over 75 years.

To collect, check and classify this mass of material each week is a publishing job beyond the comprehension of anyone who hasn't seen an operation of this kind.

**Important:** All news releases of importance to buyers of chemicals—including price changes—should be sent to OIL, PAINT & DRUG REPORTER. Why not check to make sure that OPD is scheduled to receive all such releases originating in your organization?



As important to buyers of chemicals as ticker tape to a stock broker.

## Oil, Paint and Drug Reporter



Cleveland 22; H. G. Seed, 17717 Lomond Blvd., Long. 0544  
Los Angeles 14; Walker & Minton, 403 W. 8th St., Vandyke 9348  
San Francisco 4; Walker & Minton, 68 Post St., Sutter 5568



SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.



## When Will Labor Work So That Salesmen Can Sell?



H. W. Anderson

"Labor turbulence has a terrific impact on selling. What's the outlook for labor peace?" Your roaming SM man put it up to H. W. Anderson, labor vice-president of General Motors who has handled relations for years with hundreds of thousands of workers. It was after five but this strong, pleasant personnel chief sat in his Detroit office an hour replying.

Said he: "I'm optimistic about future labor peace and productivity in this country. It's going to take more than two or three months—we'll see more wage arguments and strikes this winter—but the rank and file are not dumbbells; they're getting fed up with some kinds of leadership; they *want to work* and they're *going to do it*. The outlook is not what I call bad.

"It's plain today that great numbers of men are tired of the effect strikes and stoppages have had on their income. Inflated prices have cut into their savings. Their dollars are not buying what they expected. They are getting harder and harder for the trouble-making type of leader to hold. You can tell about this by the rising number of cases where men on long strikes are walking through picket lines and going back to their machines.

"Labor efficiency generally is low, of course. This is partly because of slow supply of materials. When a man on a production line thinks parts may not arrive on time, he's not going to work too hard the first three days of a week. He may be working himself out of a job by

Wednesday night. So he stretches it out. You can't blame him. It's not his fault. But he's tired of it.

"What I'm wondering is this: When materials flow in volume again, will he work hard once more? Good supervision and discipline will do a lot about this. I really believe the average man *prefers* to work under a leader who knows a job—one who pushes to get things done.

"As for future Communistic influence on American labor, I'm not much worried. The percentage of 'commies' now is lower than you might think . . . in our plants maybe 5%. Countrywide they're vocal. They cause trouble. But the average workman is tired of being pushed around by them. Getting pushed around doesn't pay well enough at the window.

"I think the fight Secretary Byrnes has been putting up in United Nations meetings has done a lot to show American labor what's what about Communism. I believe Mr. Byrnes's actions and the relations we have with Russia have opened the eyes of a mass of good Americans in this country. Those developments have done the Red labor element in the United States no good at all.

"Yes, I'm optimistic. We're not through the woods yet. The economic situation is so complicated that labor unrest will continue for awhile. But the spirit of this Nation's workmen is changing. The main thing, though, is that men want to *stay on the payroll*. And we want them there—at good pay."

# Gas Industry Gets Up Steam To Meet 1947 Competition

Many new appliances that "Do It Better" are displayed at busy, colorful A. G. A. convention—Sales and public relations get top attention—Retiring president asks more support for gas research and sales promotional programs.

"Action" seemed to keynote the huge 28th annual convention of the American Gas Association in Atlantic City, N. J., October 7-11. Speaker after speaker demanded industry and company action for better relations with labor, with customers, with government; for better selling of a long list of new comfort and convenience products. Action, color and sound livened a vast auditorium-filling display of industrial and consumer products by members of the Gas Appliance Manufacturers Association. There were circus effects, loud-speaker reports of the world's series, cooking and laundry demonstrations, coffee and soda drinks at booth bars, a parading bagpipe band and so on.

## Comprehensive Discussions

But this convention—with 8000 registrants—as most others these days was one in which men stuck to business. They listened when Everett J. Boothby, retiring president, urged gas utilities and manufacturers to back more strongly the industry's research and promotional plan "that should have been started many years ago." They listened when J. A. Krug, Secretary of the Interior, said continued prosperity of the industry—and of the whole nation—depends partly on good cooperation between government and business, that the two are not "predatory animals which must be ever at each other's throats." He cited joint Interior-industry researches which have greatly benefited business and the people.

They listened when company officers from all parts of the country discussed techniques for better relations with employees — techniques which provide employees with more security, fairer pay, and which especially give them pride in their company and a feeling that they have a stake in the business. W. H. Senyard, personnel director, Louisiana Power & Light Co., urged a two-way information program between company

and employees by which each learns a great deal more about the thinking of the other.

They appeared stirred by that champion stirrer, Arthur H. Motley, president of Parade Publication, Inc., New York City. He told them companies need to make friends of the people "because you don't believe your friends are gyps or phonies." It can be done in part by so advertising and selling gas appliances that customers realize what faithful friends their gas ranges and heaters are. Many discussions in home service sessions appeared to bear him out.

In the midst of a series of technical and production meetings new A.G.A. officers were chosen including these: President, R. H. Hargrove, United Gas Pipeline Co.; Shreveport, La.; first vice-president, Hudson W. Reed, Philadelphia Gas Works Co.; second vice-president, Robert W. Hendee, Colorado Interstate Gas Co., Colorado Springs, Col. The next annual meeting will be held in San Francisco in September, 1947.

The "New Freedom Gas Kitchen" program was outlined by H. V. Potter, its director, who said "If we replace only 10% of old gas ranges with new modern ones each year, we'll be letting a lot of 10-years-old ranges represent what gas really can do today in homes." He urged harder selling

—prophesying that this country will be in a buyers market perhaps by next September.

"Know Sales or No Sales," a skit by Brooklyn Union Gas Co., demonstrated good store selling techniques. R. E. Williams, chairman of the committee on selecting and training salesmen, urged merchandising companies to use *now* all the sales training aids the committee offers. Many other speakers dealt with sharp points of selling, rousing the industry to meet electric, oil and coal competition with all the improved appliances now ready—and with action.

Many new appliances were on display. Vendo Co. demonstrated its "Fourth Cooking Zone" steam oven, already built into ranges by four manufacturers though not for sale until A.G.A. laboratories finally get around to approve it. Rheem Manufacturing Co. showed its little console model room heater styled by Walter Dorwin Teague. Servel, in its show-dominating exhibit, included its "Unified Gas Kitchen" complete with room ventilation — a step-saving kitchen-living room planned for changes to fit a family at all stages.

## Robot Kitchens Looming

There were George D. Roper Corporation's "\$1,000 Range" which does everything for those with \$1,000; Minneapolis - Honeywell's "Electronic Protectorelay" which automatically lights and controls a gas furnace without a pilot flame, operating a whole season with one setting; Bendix automatic washers, dryers and ironers which do a family laundry in 90 minutes; El Van Ayre safety pilot lights which re-ignite automatically by self-heating electric coil elements; small Ruud water heaters of astonishing capacity, able to heat a house and supply all other hot water needs—so new they have not yet been named; gleaming white ranges with such new tricks as built-in griddles and fluorescent lighting; better conversion burners; 1947 appliances of many kinds.

To promote gas ranges which meet "CP" standards, GAMA said it would run more dealer advertising during the coming year selling dealers on "CP" ranges and telling them only two out of three of 20,000,000 gas customers now have ranges over 10 years old.

In a business meeting GAMA created two new divisions to promote appliance accessories and gas clothes dryers. That Association's new president is D. P. O'Keefe of Los Angeles. The Association's next exhibit will be in Atlantic City in 1948.

SALES MANAGEMENT





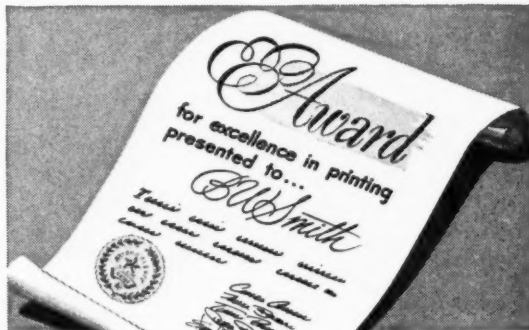
This advertisement is one of a series appearing in four colors in *Fortune*, *Nation's Business*, *United States News, Newsweek* and *Business Week*.

# Test your word knowledge of Paper and Printing



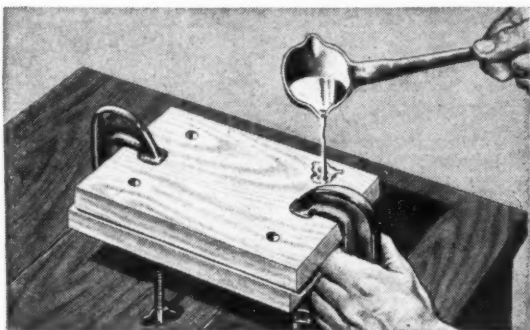
## 1. Monks and Friars

- ☐ Flooded and light patches in printing
- ☐ Illuminations in a manuscript
- ☐ Ascenders and descenders in Gothic type



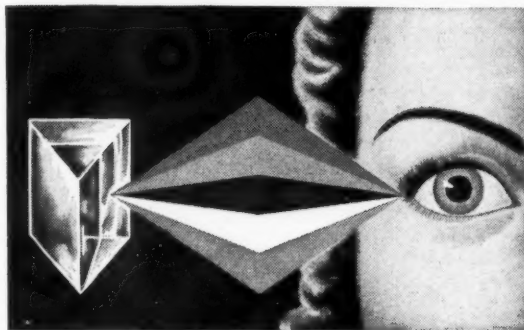
## 2. Printability

- ☐ A printer's ability to do fine work
- ☐ Legibility of type
- ☐ Property of paper which yields good printing



## 3. Soldier

- ☐ An itinerant pressman
- ☐ An exclamation mark
- ☐ Material for halftone anchors



## 4. Spectral Reflectance

- ☐ Phosphorescent quality in paper
- ☐ A measure of paper's opacity and color
- ☐ "Show through" in paper

### ANSWERS

**1 Monks and Friars**—"Monks" are ink-flooded patches and "Friars" are insufficiently inked patches in a piece of printing. Avoiding uneven printing demands good presswork . . . and good paper, too. That's why many careful pressmen prefer to print on uniform Levelcoat.\*

**2 Printability**, in paper, is that property which yields good printing. It comprises receptivity, uniformity, smoothness, opacity . . . all qualities you find in Levelcoat.

**3 Soldier** is known to printers as a name for the exclamation point...and "Levelcoat" is known to printers as a trademark which represents fine quality printing papers.

**4 Spectral Reflectance** is one of the physical measurements important in determining the opacity and color purity of paper. And Levelcoat papers achieve a remarkable amount of spectral reflectance—a test of their high degree of opacity and surface luster.

# Levelcoat\*

## PRINTING PAPERS

*If our distributors cannot supply your immediate needs, we solicit your patience. There will be ample Levelcoat Printing Papers for your requirements when our plans for increased production can be realized.*



**KIMBERLY-CLARK CORPORATION**  
NEENAH, WISCONSIN \*TRADEMARK



# Management Speaks in Annual Reports to Stockholders and Employees

**Says Financial World: Correct, Complete, Concise, Courageous, Characteristic, Colorful reports build Confidence.**



TOP OF THE PILE: Of thousands of reports studied by *Financial World*, these hit the jack-pot. Four won silver "Best of all Industry" awards; the others are runners-up. C & O scored 300; copped the gold "Oscar."

American business today stands at the crossroads. Its amazing war production record is not enough. People know that American resources made victory possible. But the grim legacy of the depression, labor unrest, rising prices, all combine to arraign industry at the bar of public opinion. Industry must speak up or stand condemned.

Though every company has many publics including the elusive general public, two of the most important are shareholders and employees. Unless both these groups are told the management story in a way which inspires understanding and confidence, no general public relations plan stands a chance.

Since 1929, the number of security holders has more than doubled. Barring duplications, the present number of individual investors in private industry can safely be placed at around

25 million. And as the stockholder lists expand and the average number of shares held declines, the conventional year-end balance sheet becomes less and less adequate.

Recognizing that in the annual report management has an instrument of tremendous potential power, *Financial World*, the weekly magazine for investors, began six years ago a comprehensive annual report survey. Directed by Weston Smith, *FW* vice-president and business editor, these surveys have stimulated great management interest and lifted the reports into the limelight where they belong. Each year, thousands of reports are rated on content and presentation. Those which the *FW* rates 90% or better qualify for a "Merit Award" and are passed on to a board of independent judges who select the

first, second and third best annual report in each industrial group.

Over 3,000 companies submitted material to the *Financial World* this year, a substantial increase over 1940 when only 250 qualified entries were considered. But most impressive is the change in the reports' calibre. In 1940, only 16 entries were classified by the *FW* as Modern. This year, 581 or 38%, fell in this category. An almost equally large group, 524, won Honorable Mention for substantially improving their reports in the past 10 years. Only 395 reports, or 28% are unchanged since 1935, while in the first year of the survey, 78% of the entries won this booby prize.

Climaxing the months of sorting and judging is the *Financial World* Annual Report Awards Banquet, held this year on October 4 at the Waldorf-Astoria Hotel in New York City. Seventy-six corporations received bronze "Oscars of Industry" for the best report in each industry classification. Accepting these awards for their companies were more than 30 presidents, some of whom flew from as far west as San Francisco and Seattle. A gold "Oscar" was presented to Robert R. Young, Chairman of the Chesapeake & Ohio Railway, for the best 1945 report of all industry. Silver "Oscars" were awarded to Caterpillar Tractor Co., best of all manufacturers; Seattle Gas Co., best of all public utilities, and National Securities & Research Corp., best of all financial.

Not content with inspiring better annual reports, *Financial World* also wants to see them well advertised. So the board of judges, headed by Dr. Lewis Haney, professor of economics at New York University, culled all corporation annual report advertising. Standard Oil of New Jersey, a bronze "Oscar" winner, came in with the best industrial advertisement, while C & O again claimed the prize among the railroads. Detroit Edison Co., judged second best among the Midwest utility reports came off with top honors for the best utility advertisement.

Leaders in industry, finance, and public relations attended the banquet, heard a talk by Secretary of the Treasury John W. Snyder. Emil Schram, president, New York Stock Exchange, acted as toastmaster. Weston Smith was master of ceremonies.

SALES MANAGEMENT

# Three Ways to Cut Salesmen's Gripes about Material Shortages

BY BERNARD G. PRIESTLEY

The first step is to take salesmen into your confidence—let them know reasons for production delays. Inform them immediately of changes in scheduling. And don't overlook extra compensation for moving plentiful, hard-to-sell items.

"Unrest in the Sales Department—What Are We Doing to Combat It?" Three different, workable, personal-experience answers were given to this question in a recent panel discussion by members of the Sales Managers Club, Boston Chamber of Commerce.

Wyman O. Arbuckle, sales manager, Brown-Durrell Co., manufacturer of hosiery, underwear and other textile products, proposed this solution to the problem: "We have found it most advantageous to be very frank with the men; therefore, we frequently call our local and semi-local men into our Boston and New York offices to discuss with them current conditions, without restraint or concealment. We tell them about our production problems, what we are doing to solve them and what is planned for the immediate future. In addition to these group meetings we hold individual sessions.

"Men traveling at some distance from the main office, such as the Middle West, South, South West and West Coast, are convened in groups at strategic spots for the same purpose.

"We have continued to hold two national sales conventions in Boston each year, usually in June and December and attended by all 62 men on the staff. Employees have their own association and hold their annual outing in June and also an annual banquet in December, with the dates coinciding with sales meetings. All salesmen are invited. This has served excellently in bringing salesmen and inside employees into a closer relationship.

"Again and again we stress to all men that the management doesn't consider the sales staff as working *for* the company but rather *with* the company. It has been our experience that one way to help maintain morale at a high level is by taking them into

our confidence, laying all the cards on the table and thereby making them feel that they are not engaged merely in selling goods for the firm, but also participating in its active management.

"During the early part of the war, when every concern went post-war plan crazy, we asked each salesman to submit a letter incorporating his views, criticisms and any suggestions he had to offer in connection with the future of the business. We received 100% response and some very fine and intelligent recommendations. Rather than wait until the end of the war, we put some of these into effect

as rapidly as possible. For instance, we had two nationally known brand names, one for hosiery and another for one phase of our underwear business. It was suggested that these two be combined into one brand. This was done three years ago. A change in our packaging was suggested and also put into effect at that same time.

"Another project was undertaken requiring each man to turn in an analysis of his territory by population, retail sales, potential prospects, and so on. This had an excellent effect in that it awakened him to the possible volume that could be secured when market conditions permitted. Again, we also had salesmen make an analysis of their territories by customers, forecasting a quota for each account by lines, first cautioning them to be reasonable because their own forecast would be used as a guide in setting up their quotas in the future. I am glad to say that this, too, was unusually successful and will be very



*"Did you have a bad day at the office, dear?"*

# THE NEW YORK TIMES

# 1,002,883

# SUNDAY CIRCULATION

## BREAKS ALL SIX-MONTH RECORDS

This is a post-war report on circulation growth of The New York Times.

In the six months ended September 30, the Sunday net paid sale of The Times was 1,002,883. This represents a gain of 150,901 over the same period last year, a gain of 214,337 over 1941 and an all-time high record for any six month period in The Times history.

Weekday circulation averaged 538,978, an increase of 7,520 over last year and 83,153 over the corresponding six month period of 1941.

There is a reason for every circulation gain. During the wartime period of drastic newsprint restrictions, The Times maintained its usual, complete news coverage as its most important responsibility. As a result, thousands of additional readers turned to The Times, particularly those who demanded all the news, all the time.

Post-war circulation records clearly demonstrate that interest in The Times has continued to increase. The Times emerges today stronger, better able than ever before to serve its advertisers.

## The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"



helpful to the company in determining an over-all sales quota when we once again enter a 'free goods' market.

"When ever the occasion warrants, the president of the company writes a salesman, complimenting him for some suggestion made either on our merchandise or methods of operation. We have found this one of the greatest of all morale boosters.

"Lastly, in July of this year, we started a training course of a year's duration, not only for the several ex-service men whom we hired but also as a refresher course for so-called seasoned salesmen. This is a down-to-earth, practical course with scheduled meetings each week and presided over by the production heads of the various departments. There are no frills or "do-dads" attached but simply an earnest endeavor to inculcate in the minds of those attending as much knowledge about our business as is possible in as short a time as possible. Each trainee is required to take a weekly written test, the answers being graded and their running averages discussed periodically with each individual. The experienced salesmen are not required to take these tests but will be asked to take an examination at the end of each three months. At this point, I would like to say that it is positively amazing how much salesmen have forgotten about our products, concerning the vital points that they should know when selling goods in a competitive market.

### Proportional Assignments

"In spite of the fact that our goods were in such demand during the past five years that they could all have been sold without salesmen, we did not eliminate any men or withdraw from any areas previously covered. Instead, we continued to travel every territory, requiring each salesman to allot the merchandise percentage-wise, based on the volume of business we had been doing previously with each customer. Rather than telling or indicating to the men that they were unimportant, we made them feel that they were even more essential than ever. In addition, through re-arrangement of territories, we made it possible for them to make more money, which, as we all know, is an important factor in maintaining a high degree of morale.

"In the last analysis, we have pursued the philosophy that 'an able sales staff is only as good as its morale' and therefore morale is something to treasure and maintain at all costs."

Joseph H. Pikul, sales manager, The Reece Corp., manufacturers of buttonhole machines, suggested this solution: "Scheduling by the sales

manager," he declared, "is the answer to many of the selling problems of today." He asserted that this involves:

"1. Knowledge of factory capacity in each category. 2. Keeping up-to-date on the factory progress with your schedule . . . or deviation from it. 3. Above all, passing essential information on to field men.

"By scheduling," he explained, "I do not mean that a date of delivery should be assigned to each individual item. I mean that orders placed in production should be in sequence of their receipt.

"If orders are scrutinized carefully by the sales manager, trends are noted in time. If a schedule becomes outdated due to a trend or change, the field men should be given new schedules to apply against future orders, without affecting the old orders.

"Some may say: 'My business cannot be handled on such a basis, as we have to dole our production in one manner or another.' Frankly, I cannot see what is to prevent a sales manager from determining what will be coming through, as of a certain period, and then making proportional assignments and letting his men know when to expect them and in what percentage. I am particularly applying

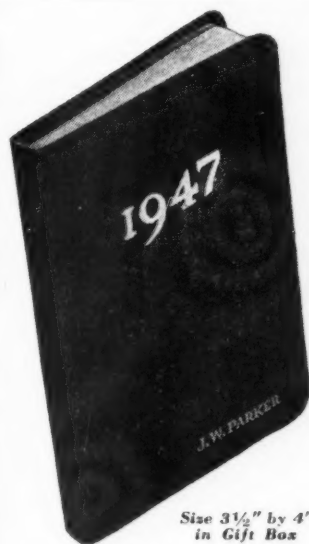
my remarks to a business in which there is a high backlog of orders, with deliveries in the distant future . . . as in machinery.

"Prior to incorporating a scheduling procedure in our business I was kept busy writing or answering telephone calls from customers—communications from one end of the country to the other. The plea usually advanced was: 'What can you do for me? My order is now five or six months old' or 'Your salesman led me to believe I could get the machine in three months.' Our salesmen when calling on the trade would also telephone from a customer's plant, at the insistence and expense of the customer, to find out the status of a machine on order.

"Valuable time was lost handling these calls or replying to letters. No matter how well I disposed of the situation, I felt dissatisfied. It became obvious that a scheduling program was necessary."

Mr. Pikul frankly stated that when the program was laid out and put into effect the relief was not immediate. But as time went on, letters and phone calls dropped off.

Reece customers now receive their machines on or before the time the



Size 3½" by 4"  
in Gift Box

Handy vest pocket size, 3 by 4½ inches. Bound for hard wear

Exclusive itemized expense record for every day of the year

A 52-page appointment secretary and diary on fine writing paper

Automobile accident record. Four-year calendar. Postal information

Unit cost tables. Profit and mark-up tables. Population of cities

Helpful, inspiration slogan on sales and salesmanship on every page

Daily sales record section. Place for addresses, telephone numbers

## 1947 Salesman's Vest Pocket DATA BOOK

THE MOST USEFUL CHRISTMAS  
REMEMBRANCE YOU CAN GIVE  
TO YOUR SALESMEN OR DEALERS

Here is the handiest little vest pocket utility book you ever saw for a salesman or a dealer! A de luxe combined personal memo, appointment book, diary, and expense record; it fits snugly into the vest pocket. Published each year at Christmas time by Dartnell, the Salesman's Data Book rates ace high with every salesman or dealer who has used one.

Each Salesman's Data Book comes in a gift box. For a small extra charge you can have a name imprinted in gold on the cover. It is possible also to imprint your trade-mark or company name or include a special 4-page section of your own in your Data Books. A choice of three bindings is available—Leatherette, Sheepskin, or de luxe imported Morocco.

Order one sample today. Let us know how many you can use and we'll quote you. Delivery made in late November.

### PRICES

In Leatherette, \$1.00 each or \$10.20 a dozen. In Sheepskin, \$1.50 each or \$15.60 a dozen. In imported Morocco, \$2.00 each or \$21.60 a dozen. Imprinting names in gold 20 cents each additional.

THE DARTNELL CORPORATION, 4664 Ravenswood Avenue, Chicago 40, Ill.

salesman advises. Should unforeseen contingencies arise, the customer is notified and told of the amount of the delay. If the delay imposes a hardship, a substitution is made in the way of relief.

"Our salesmen now feel much better," asserted Mr. Pikul. "They know that within the pattern of our schedules the machine on order will be coming along. They are confident of the schedule's operation. And morale has improved.

"The procedure is not a cure-all, neither has it disposed of most of our

sales problems. I do feel, however, that a marked change for the better came into being between our customers and salesmen when we undertook to keep them informed."

E. Clifford Johnson, sales manager, H. A. Johnson Co., food processor and distributor, said that when food rationing went out on canned goods and other items the company handles, it was decided that fair distribution of short items called for a rationing system by the company.

Today Johnson salesmen are given an equitable quota of short items to

sell—and deliver. "The salesmen like this method," Mr. Johnson declared. "They know just how many short items they can sell, and that what they sell will be delivered."

Short items, he pointed out, are only a comparatively small part of the Johnson business, fortunately. Salesmen are urged to make special efforts to sell "what we've got in the house" . . . items in plentiful supply. Under the company's sales compensation plan, the men get a greater reward for disposing of hard-to-sell items.

As a selling help, salesmen are sent a daily bulletin telling of changes in the food market and giving much other pertinent information. Sales meetings are held every other Saturday to provide men additional helps and information.

Are these plans for the current situation effective? "In recent months," asserted Mr. Johnson, "our men have been busier than ever. And sales volume—it's been the biggest in our history. A large part of this success is due to pushing 'what we've got in the house'."

## Now

## New Jersey's

## Outstanding Newspaper

For more than 60 years the Asbury Park Evening Press and the Asbury Park Sunday Press have been leaders in the rich resort-farm-home area on the North Jersey coast . . . But The Press plays a dominant role, too, in the political, educational and cultural life of all New Jersey.

Recently a board of judges at the New Jersey Press association's annual Newspaper Institute selected The Press as New Jersey's outstanding newspaper giving it preference over all of its "Big Brothers" in the journalistic family of New Jersey.

To reach the huge market of the North Jersey Shore, you need only one medium . . . the paper that is accepted in more than **20,000 homes every day.**

## ASBURY PARK PRESS

### EVENING AND SUNDAY

Press Plaza -:- Asbury Park, N. J.

Telephone Asbury Park 2-3000

Member Audit Bureau of Circulations, The Associated Press,  
American Newspaper Publishers Association



### FLEXIBLE WINDOW DISPLAY

This is the "Roto-Appeal" display which enables stores to make 28 copy changes. It's being distributed to 7,000 retail drug stores in the United States by E. C. Kidd, vice-president in charge of sales and advertising, Nyal Co., Detroit. The display measures 21 by 24 inches—a convenient size for both window and interior store displays. It's lithographed in seven colors. Complementing copy may be inter-changed on the two display panels on the triangular background. A survey showed Nyal which 14 of its products are most susceptible to suggestive selling in all seasons.

SALES MANAGEMENT

# Promotion

## Reconversion in Kansas

The annual study of the Kansas Radio Audience is entering its 10th consecutive year. This year Dr. F. L. Whan, of the University of Wichita, who prepares these studies, decided to reinforce his previous supplements which analyzed the effects of the war on Kansas families. (The first supplement was on The Effects of Gasoline Rationing on the Buying Habits of Rural Kansas Families.) The supplement deals with the reconversion plans of these families. It's a comprehensive and careful study of buying habits, savings, debts, home appliance ownership, etc. Write WIBW, The Voice of Kansas, Topeka.

## Another Route List . . .

This one, by McClatchy Newspapers, is a 96-page booklet covering retail, grocery and drug stores in the Sacramento 19-county market. It has important information on dollar volume in the market, lists, routes, and rates the retail outlets; reports buying hours and territory covered by local wholesalers; chain and super market data, population, etc. Write *The Sacramento Bee*, Sacramento 4, Calif.

## The Buying Northwest

The Pacific Northwest Farm Trio (*The Washington Farmer*, *The Idaho Farmer*, *The Oregon Farmer*, of Seattle, Boise, and Portland, respectively) are offering "What's Being Bought in 1946 for the Farms and Farm Households of Washington, Idaho, Oregon." It's a tabulation of information from representative farm households in an area with farm crops valued at over a billion dollars. This is the Trio's first post-war survey (these annual surveys have been conducted for a longer period, without interruption, than any other) and an important one — listing the new products or replacements which these rich farmers intend to buy (assuming supply equals demand) during the current year. For a copy write Ralph E. Dyar, manager, Research Department, Cowles Publishing Co., Seattle, Washington.

## True Story

. . . the Nation's savings have tripled since 1939 . . . 78% of all the families now have savings . . . the great middle ground of America (salaries—\$2,000 to \$5,000 a year) hold 43% of all the savings. These are facts brought out in a provocative booklet by *True Story* with an aim

toward proving that its readers are typical of the people who make up such Government statistics. Write James L. Mitchell, *True Story*, 205 East 42nd Street, New York City 17.

## On Target!

*Time* magazine now runs into five editions, including the overseas ones. To show how these five editions can carry a sales story to "The most important people practically everywhere in the world," the magazine has a booklet—"On Target!" Separately each edition, its market, the magazine itself, its circulation, is discussed to

give a rounded picture of *Time's* activities. Write James Parton, Promotion Manager, Time-Life International, Rockefeller Center, New York City.

**S. M. Tips Its Hat . . .** To CBS for its neat promotion piece, "Fifty Years On Wheels,"—a history of automobiling, nostalgic as a mid-night railroad whistle . . . to *Progressive Architecture* for reminding us that the architect is the key man in selling the building market, and for presenting a carefully done survey on problems besetting architects.



## This is no time to be hibernatin'

It's time to get after those dollars in Lawrence . . . over 90 million is the spendable income of this great market! With over 1900 retail stores, Lawrence folks find no reason for shopping anywhere but at home. And it's through the ads of the Eagle-Tribune that they get their incentive to buy. The Eagle-Tribune offers you 82% home-delivered circulation.



Reach the people who are better able to buy your product. Reach them thru their daily newspaper—the Eagle-Tribune. Read in 95 out of every 100 homes. ABC Circulation over 35,000.

*Serving hundreds of national advertisers*

**The EAGLE-TRIBUNE**  
LAWRENCE, MASSACHUSETTS  
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES



# Nobody Pulls His Punches At 1946 Aviation Clinic

Big shots of airlines, Government, builders and public say what they think about the industry's problems and how to improve planes, flying services and air salesmanship.

Aviation looked its troubles straight in the face for four days in Oklahoma City beginning October 14 and figured out some things to do about it all. It was the fourth National Aviation Clinic—an unique kind of convention in which big shots of airlines, manufacturers, associations, private flyers, schools, Government and the public speak with utter frankness to each other because they are not committing their organizations to what they say. It's just a clinic. But out of it comes thinking that guides the whole industry.

At the clinic held in the Oklahoma capital, 98 voting delegates—including a SALES MANAGEMENT editor—representing all elements of aviation and the press together with 700 other registrants threshed out such things as the threat of railroad domination of airlines, the need to improve—and sell better—passenger and freight service and light planes, relations between the industry and its customers, between big lines and little, between airports and private flyers, between Government and the industry. The convention is handled each year with remarkable efficiency by the Oklahoma City Chamber of Commerce.

Many a "family quarrel" was dragged into the open to be cleared up at this clinic which Oklahoma's Governor Robert Kerr in an opening speech called "a demonstration of democracy in its truest form."

Robert S. Henry, assistant to the president of Association of American Railroads, denied the railroads are trying to absorb airlines. They only feel they should consolidate air and rail facilities to the extent that the public can be served better by dealing with one agency instead of several, in fair weather or foul, since railroads have thousands of stations to the airlines' few. He said railroads didn't stifle bus lines. They strengthened them. And they would strengthen public air service.

This didn't sound good to former Congressman Robert Ramspeck, now executive vice-president of Air Transport Association. It sounded to him

like the Negro fisherman's remarks to the fish on his hook: "Quit pickin, catfish. I ain't gonna hurt you much. All ah'm gonna do is jes' gut you. Tha's all." Mr. Ramspeck favors collaboration between rails and airlines, but with independence of services so that freight and passenger customers can choose what they want.

T. E. Braniff, president of Braniff Airways, pointed out that air lines had fought their way up alone; that "subsidy" by Government mail contracts totaled only a well-earned \$18,000,000 a year while early railroads got vast land grants (Mr. Henry replied only eight per cent of today's mileage was built on a land grant basis); that railroads waited until aviation had licked its growing pains before they decided they wanted the business.

A resolution was adopted putting the clinic on record as opposing regulation of aviation by any railroad or public utilities commission.

On questions of selling, an automobile voice was heard. Frank Clark, a car dealer who is now selling light planes, said builders should standardize parts and necessary repair tools so that a plane dealer can service any make of small aircraft at low cost; that manufacturers must aid dealers

and train them or the light plane business can never develop to its full size.

Veteran William T. Piper, builder of the "Piper Cub" said volume of light plane construction is climbing but it can't expect to reach the mass production rate of automobiles. "And if these strikes and shortages continue we'll have a depression sure." In any case, on limited volume such as he forecast, prices will have to remain fairly high. What the light plane industry needs most is more airports for private flyers. The clinic passed a resolution urging every town and city to build an airport whether or not Federal funds are available.

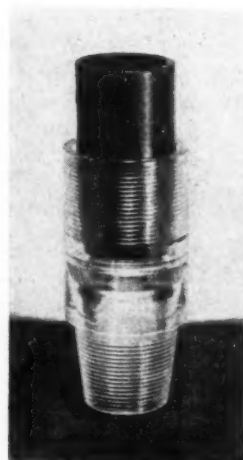
Even the feminine voice was heard. Elizabeth Gordon, editor of *House Beautiful*, herself a pilot with 120 hours in the air, offered so many sharp selling ideas that the clinic cheered her, though she blasted plane manufacturers for their failure to sell flying intelligently to women—or to men either, for that matter. They should use the pride of ownership and prestige theme; induce community social and business leaders, to learn to fly even if training has to be given free—as fashion stylists dress a few socialites free—and then publicize them; make training a gentlemanly business by taking the sloppy dare-devil element out of it; produce planes that are easier to get into and out of and that are easier to control; sell flying as *transportation* not as sport.

Francis Trecker, Kearney and Trecker Corp., Milwaukee, thinks substantial business men who should be the biggest market for light planes are too proud to be seen training with kids and "glamorous supermen." Separate training should be offered them.

Because *Fortune* ran a recent article pointing out flaws in airline passenger service Ralph D. Paine, Jr.,

## Portable Demonstrators

Prospects can see for themselves how shrink-thread drill pipe works when salesmen, field engineers, and store managers for National Supply Co., Pittsburgh, use this light-weight Lucite and Bakelite working model, one-quarter actual size. The salesman's demonstration imitates the routine used in the field to replace a worn-out tool joint. In the field, the joint is expanded by heating in a portable furnace; the model is heated with hot water. Heat expands the real joint—and the model joint—so it can be screwed onto the pipe. Upon cooling, the real joint—and the model—shrink tightly on the pipe.



managing editor, was invited to speak. He said three staff members, air enthusiasts, started the survey not expecting to find material for the article—but they found plenty. He thinks the industry needs better public relations, not so much in the press as in the products and services airlines offer. Glamorous advertising—and good performance, too—have won public acceptance for air travel but they have made people expect better service by air than by any other form of transport and lines must realize it. People “want to be treated the way the advertisements read. When they read about wonder planes (that will not be ready for three years) and then find themselves still riding in good old DC-3’s, flying hours late, your public relations are bad.”

### Air Traffic Grows

The current great increase in air freight was heralded by H. Struve Hensel, general counsel for Independent Airfreight Association, as “only the beginning.” His members moved 3,240,000-ton miles in August. However he urged manufacturers to produce new planes designed for better freight service because today’s converted passenger ships are mere make-shifts for cargo. He said freight and passengers ought to be handled on separate fields; argued that passenger lines ought not to go into freight business. This drew fire from Mr. Braniff who said independent freight carriers are engaging in “reckless, destructive competition” now with regularly certificated airlines, in an effort to develop too fast. They will need a Government subsidy to exist. He opposes this and any other form of special assistance for them.

Mail order houses can use air freight to avoid establishment of regional distribution points, President Robert W. Jackson of Aldens Inc., Chicago, told the clinic. He said he is doing it today in his \$70,000,000 annual business in women’s wear with 3,000,000 mail customers. Fast delivery of dresses on hangers saves packing costs. However he wants freight lines to create reliable evening pick-ups at his factories so that each day’s production can move out at once, for delivery next morning at distant points. He thinks plane builders and airlines should do a big research job to improve cargo planes and their operation. His firm is ready to make “a substantial financial contribution” to such research. However current air freight rates are too high.

Harold Brown, United States Aviation Corp., said shippers who ask for rate cuts seem to forget the savings in time and merchandise storage space

which only air transport gives them. Shippers’ traffic men “are always that way” so he tries to “do business only with heads of businesses, not office boys.” To this, Mr. Jackson replied he is taking air freight out of his shipping department and putting it under the sales department where the volume of shipping by air is fully appreciated.

After a battle with the big scheduled carriers, cargo lines managed to get a resolution adopted favoring separate freight and passenger line certifications so that cargo carriers would not have to meet all the economic controls now enforced by Civil Aeronautics Board.

The clinic was full of dispute. Private flyers protested the excessive cost of gasoline and repairs and landing fees at airports. Fixed-base operators said such charges were exceptions, not the rule. But the private flyers forced through a resolution recommending *no landing fees*—so that a flying salesman, for instance, would not have to pay to get into a town to do business.

The Civil Aeronautics Board came in for trouncings because of its delayed actions and the verbal complexities in some of its publications. Many technical aviation debates took place.

### La Guardia Speaks

Big names in the news appeared on the program, too. F. H. La Guardia, UNRRA director, speaking out of his experience as a congressman and mayor of New York, attacked Civil Aeronautics Authority for allocating Federal airport building funds too much to small towns. Theodore Wright of CAA replied big cities actually are getting 75%, but it looks small because funds are limited. James M. Landis, chairman of CAB, warned that the Government is going to crack down on air lines to enforce stricter safety rules. James H. Doolittle, recently lieutenant general of U. S. Army Air Forces, now vice-president of Shell Union Oil Co., declared for an Army Air Forces “big enough to impose our will for peace on any misguided nation that may choose to start a war.”

The free-spoken town-meeting character of the clinic—its very basic principle—was criticized by several speakers including big, boisterous Col. Roscoe Turner, famed speed pilot, who wanted “us to quit lambasting each other over the head in public this way” and settle intra-industry disputes quietly in committee. However, the clinic closed with no action for any change in its basic plan. No date was set for a fifth annual meeting in 1947.



HOW TO  
RING THE BELL  
WITH THE WOMEN  
ON YOUR  
GIFT LIST

GIVE EXQUISITE  
*Mary Dunhill*

PERFUME and TOILET WATER

*Escape*

Retailed only  
in the most  
exclusive  
shops



**V**ELVA-SHEEN  
MANUFACTURING COMPANY  
CINCINNATI 14, OHIO

SPECIAL  
DISCOUNT  
WRITE FOR  
DETAILS

LET TEACHER  
HELP YOUR ADS  
PACK A WALLOP

A recent survey showed that 70.54% of America’s teachers clip informative ads and post them in their classrooms. These ads pack a wallop because they influence many of America’s 25 million students. “What teacher says” is often carried home as a product recommendation, influencing buying habits in millions of America’s homes.

State Teachers Magazines reach 710,000 American teachers. Ads are *convincing* and *thoroughly read* because State Teachers Magazines talk the teachers’ language and deal with subjects closest to them.

Coverage is in any combination of from one to 43 states. For information, write: State Teachers Magazines, 307 N. Michigan Ave., Chicago 1, Illinois.

Georgia C. Rawson, Manager

Reaching America’s Most Influential Market

**State Teachers**  
MAGAZINES  
710,000 Subscribers

An association of 43 state teachers magazines



When you think of "national" advertising . . . think a minute of this fact: 26% of all U. S. drug sales are made in only 17 counties, among only 19% of the population.

You see, markets are not national . . . they're local. Every sale your advertising makes is a local transaction between a local consumer and a local dealer. Multiplied many times in many markets . . . this local sale builds into national business.

But markets differ as people differ. That's why newspaper advertising is so efficient. It enables you to take advantage of those differences. Newspapers, with 51,000,000 circulation daily in the U. S. and Canada, are the biggest mass medium. They reach practically everybody. Yet they give you unique precision control. With newspaper advertising you can build sales *where* you want them *when* you want them . . . and at low cost, with no waste.

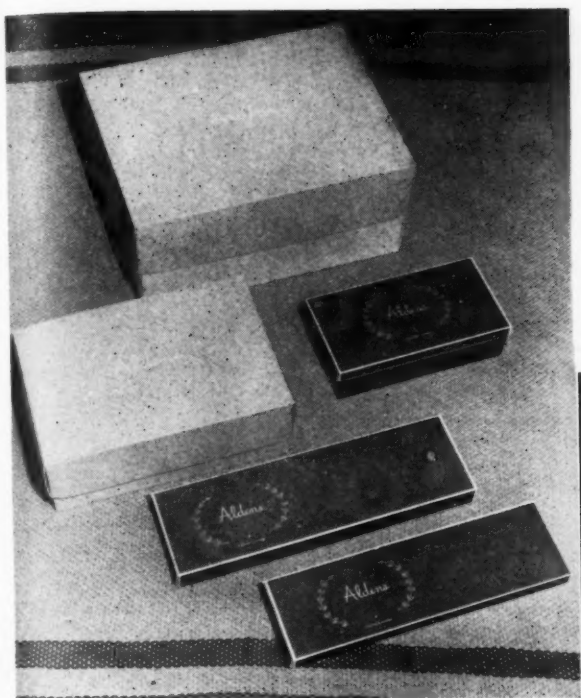
Our business analysis people have lots of facts. Maybe they can put some together about your business. Try them.

*the bureau of advertising*

AMERICAN NEWSPAPER PUBLISHERS ASSN 370 LEXINGTON AVE, NEW YORK 17 CALEDONIA 5-8575

prepared by the Bureau of Advertising and published by The Chicago Herald-American in the interest of more effective advertising





**BEAUTY & UTILITY:** Aldens' new packages (left) combine necessary strength to assure that mail order purchases arrive in good condition with attractive designs suggestive of high quality merchandise. An Aldens packer (below) assembles 68-piece layette in folding corrugated box. Collapsible boxes can be put together quickly; in storage, they take up considerably less space.



## Smartly Styled Parcels Replace Pallid Mail Order Cartons

Aldens, Inc. is re-vamping its packages to capitalize on the inherent good-will value of attractive boxes for displaying merchandise whether bought by mail or in a retail store. It's a silent factor in creating the desire to order again.

Aldens, Inc., formerly the Chicago Mail Order Co., whose sales have grown from approximately \$18,000,000 in 1933 to an expected \$70,000,000 this year, has inaugurated an extensive re-packaging program which, the management believes, has many advantages over its old methods. Founded in 1889, the company adopted its present name last March. Besides its mail order business Aldens now has six retail stores in the Middle West.

James P. Corcoran, manager of the Packaging Department, who is conducting the re-packaging program under the guidance of R. W. Jackson, president, and Garner Herring, director of operations, says that the

purpose of the program is not only to deliver goods in containers that are sufficiently sturdy to protect merchandise during shipping but attractive enough to make a favorable impression on customers.

"Even though our merchandising is principally a mail order operation," Mr. Corcoran explains, "we believe that good, attractive packaging is a must. True, we do not need an attractive package to help sell merchandise, as a retail store does. We need not be concerned about such factors as display value in impulse buying. Our product is already sold when the customer receives it. We are concerned very greatly, however, with making a good impression, thus keep-

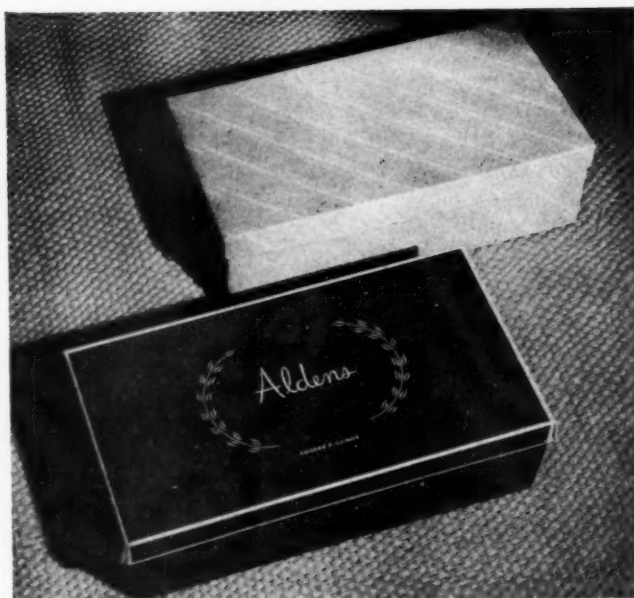
ing the customer sold on doing business with us.

"Certainly one of the best ways of doing this is to see that his order arrives in good condition, undamaged by rough handling on the way, and packaged tastefully in a good looking and colorful carton suggestive of quality merchandise."

Although various types of containers will be used in the new packaging program, the company expects to employ folding paper boxes extensively. Mr. Corcoran, whose staff of four packaging engineers includes a fashion packaging technician, says he prefers

folding boxes for many types of merchandising because they are adaptable to attractive color design, are rugged enough to withstand shipment and handling, and . . . of great importance . . . they require little storage space. The boxes come from the carton manufacturer in flat form. It has been found that 5,000 new layette cartons, as one example, occupy less warehouse space than 200 rigid containers would occupy.

The layette containers are among the first three cartons to be used in the new program. The other two cartons are for shoes and corsets. The cartons are of two-piece construction and are inclosed in heavy corrugated containers for shipment. In keeping with the "baby theme" the tops are blue, the bottoms pink. Although of equal depth, the top does not completely overlap the bottom when the box is filled. Thus, a portion of the pink remains in view, lending a colorful two-tone effect to the box on four sides. Because a layette is usually a gift item, the design is carried out with dignified restraint. There are no illustrations, and the only printed matter is the name, "Aldens," in stylized script, accompanied by the word, "layette," beneath. Both are



**SHOE BOX:** Aldens began its re-packaging program by switching from plain box (top) to design that spotlights name and address.

in white, centered on the box top. Two sizes are being used, one for the 29-piece layette and another for the 51 and the 68-piece sets. A corrugated liner is inserted in the larger box to achieve variable depths.

In contrast with this modern

method, Aldens at one time packaged layettes in plain rigid boxes. The first step toward the packaging improvement which culminated in the present program came when the plain cartons gave way to containers with paper overwraps bearing color illustrations of infants. Shoe and corset boxes underwent the same general stages of transition.

The new shoe boxes with which Aldens initiated its current program, are predominantly brown. White trim lines encircle the sides and covers. More decorative than the layette boxes, the cartons bear in the center of each cover a white laurel wreath design which flanks the company name. Company identification is carried further by the legend, "Chicago 7, Illinois," just below a small star which is equidistant between the lower ends of the two wreaths. This design is repeated in brown on the white tissue paper in which the shoes are wrapped.

The lower piece, about 3½ inches deep, contains the same design on smaller scale on both panels. Two rectangular white blocks at the sides of each end panel are reserved for a description of the contents. A ribbon of white encircles the upper part of the carton to a depth of about a half-inch.

Corset boxes, which come in two lengths to accommodate various size garments, have covers similar in color and design to the shoe cartons except that the company insignia appears at the left rather than the center and one end panel bears a small white block for product information. The bottom pieces are pure white, devoid of printing or illustrations. About a

# OUR BUSINESS IS SALES, TOO!

Address—Sales Department

• We sell service—the sum total of all the things that make business meetings, luncheons and conventions a positive success at the Hotel New Yorker. Check these reasons why smart planners always make the New Yorker their headquarters:

1. Its central location—on the busy West Side—is convenient to all business, shopping and amusement areas.
2. Access to Pennsylvania and Long Island Railroad Stations is made easy by direct tunnel connection.
3. Facilities for every type of function can accommodate up to 1000.
4. It offers more for your hotel dollar in food, service and appointments.

Modest rates and unparalleled facilities make the New Yorker a logical choice for your next important sales meeting.

## Hotel NEW YORKER

Member—American Hotel Association

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Home of Private-Royed Bathrooms . . . They're Ultra-Violet Royed

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2500 ROOMS from \$3.85



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Yankee brings to Maine Mutual coast-to-coast and Yankee programs, the complete day and night schedule of music, drama, sports, mysteries, quiz programs and news.

The addition of these stations is a further extension of Yankee Network's home-town coverage — the direct, local impact which

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Through these stations and its other affiliate, WCOU, Lewiston, The Yankee Network delivers Maine's key cities and suburban trading zones on a full-time basis.

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*Member of the Mutual Broadcasting System*

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Represented National'y by EDWARD PETRY & CO., INC.

NOVEMBER 1, 1946

119



half inch deep, they telescope snugly into the tops.

Probably next in line for revamped packaging, Mr. Corcoran says, are women's hosiery and under apparel. They will appear in neat die-cut folders so constructed as to hold the merchandise firmly and prevent its wrinkling. An important feature will be their great tensile strength, rendering them virtually puncture-proof. This will permit mailing them either unwrapped or inclosed in an inexpensive bag. The folders will have blue backgrounds and will retain

family relationship by means of the identifying company insignia.

Other items the company plans to include in the packaging program as soon as sufficient cartons can be obtained are purses, blankets, towels, sheets and pillow cases. The list will be gradually enlarged as the box supply situation improves. Although folding paper box production is at an all-time high, the demand still exceeds output by a considerable margin. As a result, Aldens, along with hundreds of other companies, must adjust its packaging plans in accordance with

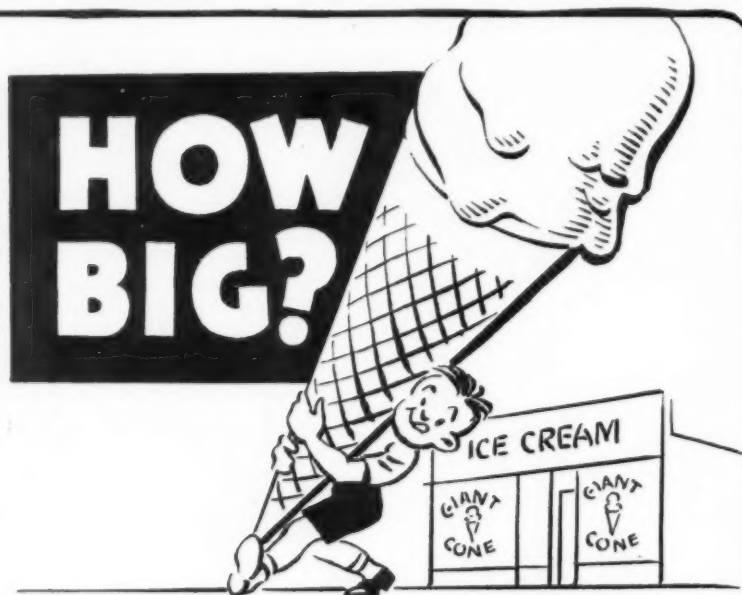
the limited available supply.

Mr. Corcoran points out that the company's objective is not necessarily to increase sales volume immediately since current heavy consumer demand largely takes care of that problem. "Our purpose is to make friends for the future," he adds. "This re-packaging program is an integral part of our expansion plans. We see in it a means of giving our customers, old and new, a higher standard of service. We believe that good packaging pays dividends in good-will and that good-will produces good customers."

Aldens is now recognized as the nation's fourth largest mail order company and has a definite plan for expansion. Construction of a new eight-story main plant containing 2,500,000 square feet of floor space is scheduled to begin as soon as possible, according to Mr. Jackson, president.

Throughout the years Aldens' greatest volume has been in soft goods, which will continue to constitute a major share of its business. Expansion plans, however, call for addition of a complete line of house furnishings. The name, "Aldens," has long been used as a brand name for some of the company's merchandise though it was not adopted formally as the company name until early this year.

Aldens' growth since 1933 approaches the phenomenal. That year sales totaled \$18,000,000. By last year they had risen to nearly \$48,000,000, of which the retail stores accounted for about 10%. This year sales will probably reach \$70,000,000 with the retail outlets contributing something like one-seventh of the total. Mr. Jackson predicts that 1947 will see a 100% increase in retail store sales and a total volume ranging between \$100,000,000 and \$110,000,000. Average employment this year has been approximately 5,000 as compared with 2,000 in 1939.

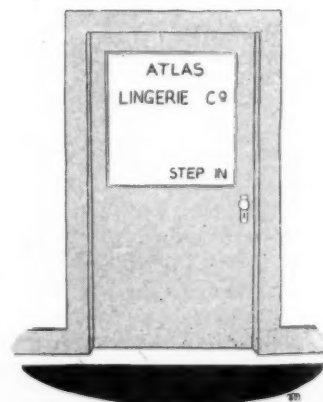


**the St. Paul Dispatch  
and Pioneer Press are  
the Only Daily Papers  
Read by 90% of the  
331,000 people in  
the St. Paul A.B.C.  
city zone\***

\*Less than 10% of the people in the St. Paul  
City Zone read any other daily newspaper.

**RIDDER-JOHNS, INC.—National Representatives**

NEW YORK CHICAGO DETROIT ST. PAUL  
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg.



**SALES MANAGEMENT**

# What Can You Say in Advertising If You Have "Nothing to Sell?"

BY GEORGE R. PARNABY • Merchandising Director, Deutsch & Shea, Inc.

Advertising can explain delivery delays to dealers and sell consumers on the idea of waiting to buy your product. Here are five simple rules especially useful for small manufacturers who can't afford big institutional campaigns.



Some friendly advice—if you  
**NEED A NEW BEAUTYREST MATTRESS!**

1. There are two different kinds of mattresses. The one you want is the Beautyrest. It's the only mattress that's been tested and proven to be the most comfortable, most durable, and most hygienic. It's the only mattress that's been tested and proven to be the most comfortable, most durable, and most hygienic.

2. There are two different kinds of mattresses. The one you want is the Beautyrest. It's the only mattress that's been tested and proven to be the most comfortable, most durable, and most hygienic. It's the only mattress that's been tested and proven to be the most comfortable, most durable, and most hygienic.

3. Look for more than just "Beautyrest." The Beautyrest name is on all Beautyrest mattresses. It's the only name that's been tested and proven to be the most comfortable, most durable, and most hygienic.

4. Other mattresses may not give you the same comfort and support as Beautyrest. They may not give you the same comfort and support as Beautyrest.

**Beautyrest by SIMMONS**

MADE BY SIMMONS BEDDING COMPANY  
THE SIMMONS BEDDING COMPANY

Many small manufacturers who cannot afford institutional campaigns have been reluctant to advertise at the present time because of a fear of antagonizing product-hungry dealers. The excuse often given is that dealers will clamor for more deliveries to meet a demand that will arise due to the manufacturers' appeal for consumer recognition.

Consequently, these manufacturers are presently endangering their brand names by waiting for production to increase before advertising. As Deutsch & Shea, Inc., New York City, pointed out in a full-page advertisement in *The New York Times*, October 7, when production increases for one, production will increase for all, and the smaller producers will be crowded off the shelves by competition which has been building brand names for many years.

How relatively new advertisers can start their promotions immediately without endangering distributor relations is shown by these simple rules:

1. Keep dealers informed well in advance of all promotional plans—explain how these plans, put into operation now, will be to the dealers' advantage later.

Bosco Co., New York City, explained Bosco's impressive list of consumer media with such trade copy as "it pays to look ahead . . . and Bosco looks ahead for *You* . . . assuring you bigger sales and profits when Bosco Milk Amplifier is plentiful again!" In addition to business paper advertising, personal calls and letters to distributors as well as dealer meetings, brochures, films and other promotion may be used.

2. In consumer advertisements, explain to the public that dealers may

not have supplies in stock at all times.

Simmons has been starting its copy with, "So many people want to relax on luxurious Beautyrests, your dealer can't oblige everyone. So . . ." Scott Tissue ends its selling copy with, "If you can't get Scott Tissue every time it's because the demand is so great." These are explanations which, if pointed out to dealers in *advance* proofs, certainly will cause no hard feelings.

3. If your dealers are suffering because of a lack of deliveries, you can help them by selling the public on the benefits of waiting until your product is again available.

Automotive dealers and major appliance dealers have been having trying times with shortages of goods. Many suppliers, faced with this problem, have been running campaigns designed to influence the public to wait until their dealers can make deliveries.

"Watch the Fords Go By" is now "There's a Ford in Your Future." And of course, all Ford advertising is as hard-hitting as ever, but consumers are being told to wait. "Worth Waiting For" and "More and More . . . are Coming" are other examples of campaign themes which are influencing purchasers without giving anyone the impression that the product is plentiful.

4. If products are going to dealers in small quantities, it may be practical to hold back small deliveries until sufficient amounts can be shipped to back a strong promotion.

Manufacturers, especially in the small appliance field, have warned their dealers to get ready for big sales drives. Both dealers as well as manufacturers have held goods back until campaigns broke.

5. Avoid antagonizing clichés in advertising copy.

Many advertisements have been guilty of saying, "At Better Stores Everywhere" when the product has not been everywhere, nor has it been confined to the so-called better stores. The stores who do carry the item may be a bit flattered, but the dealers who might like to handle the product and cannot get it now also read consumer media. Copy should not infer that anyone who does not handle the product now may be considered a "poorer" dealer.

it pays to look ahead . . .



...and Bosco looks ahead for *You*

...assuring you bigger sales and profits when Bosco Milk Amplifier is plentiful again!

✓ With an extensive advertising campaign—based on last year's greatly stepped-up schedule!

✓ With a "sell" in the ads—convincing more mothers Bosco Milk Amplifier makes milk taste grand . . . also supplies iron and Vitamin D!

Your customers are told when they can't get Bosco "it's the sugar situation"—but that any *Bc* do get is highest quality!

Look for Bosco ads in the grand old: American Home, American Magazine, Good Housekeeping, Reader's Digest, National Geographic, Parents, Woman's Magazine, and many more.

**BOSCO**

**TWO AUDIENCES:** Simmons (left, above) reminds would-be buyers why Beautyrests are so hard to get. Bosco's trade copy lets dealers know how the company is building the brand through its consistent promotional program.

# How Carstairs Grooms Ex-Servicemen For Its Growing, Peacetime Sales Staff



IT'S A PART OF THEIR SALES TRAINING: Former GI's study chemical control at one of the company's laboratories. The men become familiar with distilling processes.

From Louisville the men went on to New York City where the final week was devoted to the study of sales procedure and management under the guidance of Carstairs executives.

In his talks with the group Mr. Hook emphasized the fact that the salesman was the most important cog in the business machine. He explained that that was the reason why each man had been so carefully screened before being sent down for the two weeks production study in Louisville. Mr. Hook also dwelt on the important functions of the distributor and pointed out that his duties are:

1. To cover and service the trade with his own salesmen.
2. Deliver the merchandise.
3. Extend credit and carry on good-will for Carstairs.

Carstairs field men, Mr. Hook said, are therefore pledged to cultivate and help the distributor's salesman and to make him Carstairs-conscious.

During one of the final sessions Mr. Hook explained how Carstairs field men could be of service to the retailer in his endeavor to operate safely during the current merchandise shortage. This was by suggesting a way in which the dealer might keep his inventory in balance. To this end he introduced the following inventory

There are no blind spots in this training program for veterans. Two weeks' study at the distilleries gives trainees the low-down on everything from research to warehousing. Then during a third and final week they learn how to merchandise most profitably their newly acquired knowledge.

In one of the most modern of laboratories, early this past summer, 25 white clad young men could be found intently studying the chemical control involved in advanced distilling processes. The laboratory was one of several in the Louisville plant of the Carstairs Bros. Distilling Co., Inc. and the young men were all veterans of World War II. They were not chemists or technicians. They were men bent on selling careers and they were preparing for their positions in Carstairs sales organization.

Because August B. Hook, general sales manager, and E. Paul Hamilton, director of merchandising, and other Carstairs executives insist that no man can know too much about the product he sells, this was no ordinary plant tour. It consumed the first two weeks of an intensive three-weeks sales training and refresher course.

On the premise that there is no substitute for actual participation in manufacturing operations to give a

sales organization the "feel" of a product, Carstairs' program was designed to leave no questions unanswered. Milling, cooking and fermenting processes as well as bottling and blending, were made impressively clear to the men by repeated on-the-spot demonstrations. Moreover, ample time was devoted to conferences, study, and review to enable the attendees to digest each step covered. In addition, they were acquainted with the functions of various equipment used in the distilling process and even were given the ABC's of warehousing procedures.

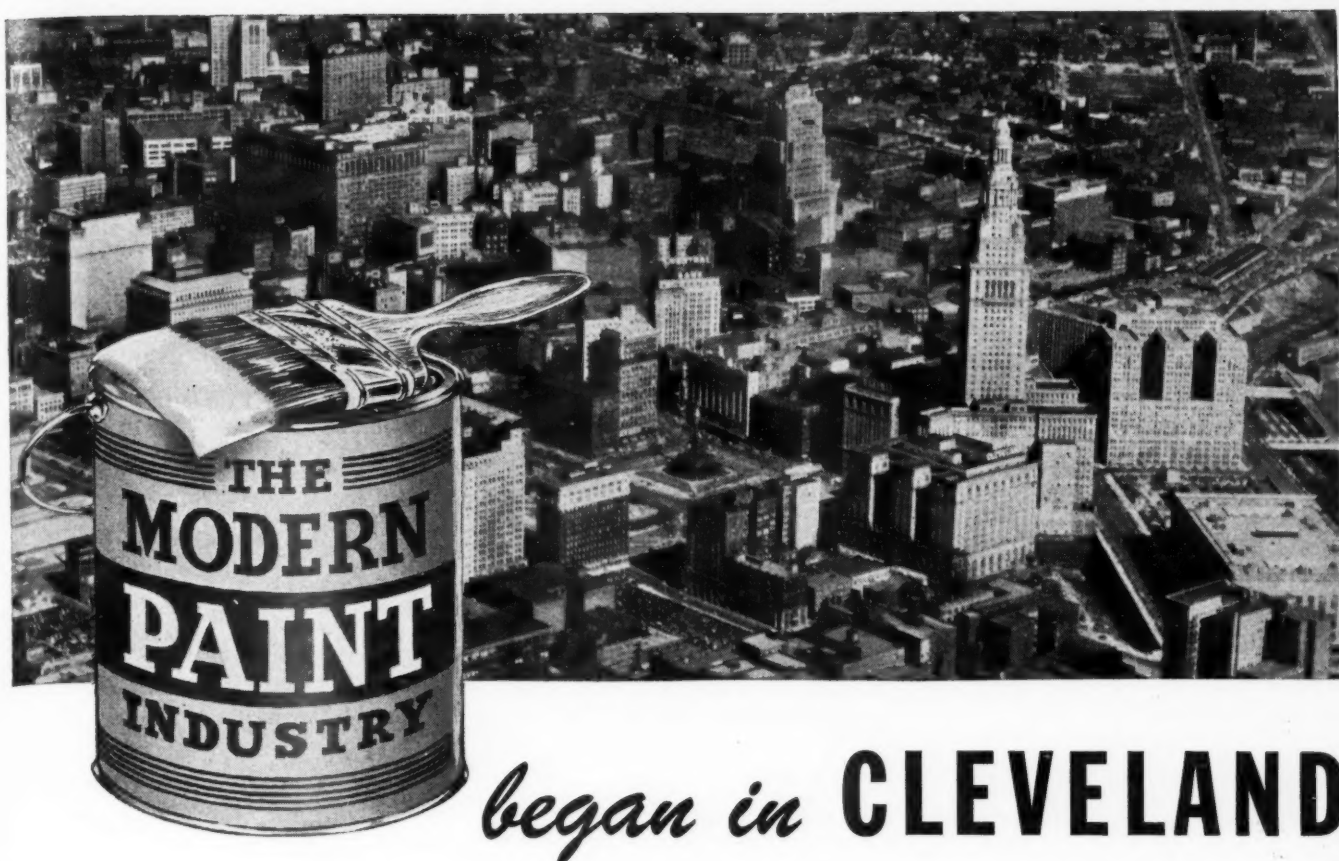
Divided into small groups the men were assured of receiving as much individual attention as they desired from each department specialist in the plant. Before entering the second phase of the three-weeks training and refresher course each man had a thorough knowledge of the entire distilling process—"from the grain car to the bottle."



AUGUST B. HOOK: He insists his men cultivate a genuine desire to help the customer in the solution of his problems.

SALES MANAGEMENT

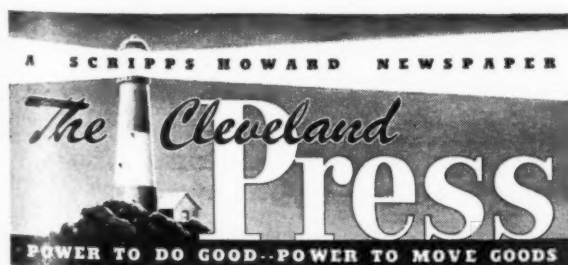




● Although the first patent for a formula for manufactured paint was issued to another Clevelander in 1867, the real father of the modern paint industry was Henry A. Sherwin. After four years in a wholesale and retail paint establishment, Mr. Sherwin joined with Edward P. Williams in 1870, forming Sherwin-Williams & Co. The first S-W products were produced in 1873 and began to literally "cover the earth" even before their famous trade mark appeared in 1895.

The first factory, employing twelve persons, was on the site of the present Cleveland plant. With headquarters still in Cleveland, this vast organization—the world's largest manufacturer of paints and insecticides—employs more than 10,000 persons in 25 plants in 17 cities.

Cleveland is also the home of The Glidden Company, the world's second largest manufacturer of paints. Many other companies producing special finishes for special purposes are also located here. No other city has contributed so much toward the protection of so many things against wear and weather.



NOVEMBER 1, 1946

Sure protection for your sales and distribution in Cleveland can be found in The Cleveland Press and its Power of *Presstige*, which means: *Power to do good; Power to move goods.*

breakdown which worked well during normal times and could be used as a guide for the dealer today.

|   |     |
|---|-----|
| Low Price Blended and Straight Whiskies .....     | 10% |
| Popular Price Blended and Straight Whiskies ..... | 40  |
| Higher Price Blended and Straight Whiskies .....  | 6   |
| Highest Price Blended and Straight Whiskies ..... | 4   |
| Bonded Whiskey .....                              | 4   |
| Scotch .....                                      | 3   |
| Rum .....   | 2   |
| Gins .....  | 3   |
| Cordials .....                                    | 2   |
| Domestic Wines .....                              | 25  |
| Imported Wines .....                              | 1   |

The men were enlightened on the subject of personnel records by Mr. Hamilton who told them that the Carstairs personnel records, he believed, were the most complete in the industry. Personnel records at Carstairs, he stated, were regarded as essential to the fair appraisal of a man's work and furnished a guide to decisions on matters of compensation and possible advancement.

Advertising and the proper merchandising of it to distributors and

dealers by the field men also were highlighted during the final week of the course. G. Allen Reeder, director of advertising, asked the men to remember that the company's advertising was constantly selling Carstairs products to consumers. The advertising links between publication advertising and the public were the display of the package itself and the point-of-sale materials furnished retailers. It was therefore to their over-all advantage to sell the distributors and the dealers on the character and extensiveness of Carstairs advertising, and in the light of their own interests he urged them to see to it that packages and point-of-sale material were displayed in retail outlets.

S. R. Meredith, eastern sales division manager, urged each of the 25 trainees to study his territory carefully and pointed out that it was necessary to *know* every retail account well. Every territory, he reminded the man, has these three classifications of retail outlets:

**1. Prestige accounts.** Prestige accounts may be large hotels, night clubs or high class private clubs or

restaurants. All of these accounts may not be volume users, but because they do rank high in prestige, it is always good advertising to have the company's products displayed on their bars.

**2. Volume accounts.** A volume account does not necessarily mean that it has to be a large, well developed expensive establishment.

**3. Small Retail Outlets.** In every territory, the small steady retail retail accounts far out-number either the prestige or the volume accounts and by many salesmen are frequently looked upon with little interest as they feel that the quantity purchased by these accounts is too little to bother with.

Mr. Meredith emphasized that coverage of these small retail outlets was absolutely necessary; first, to have the product where as many people as possible can buy it, and second, in times of tough competition a total of purchases by many small buyers is found to be more profitable and secure.

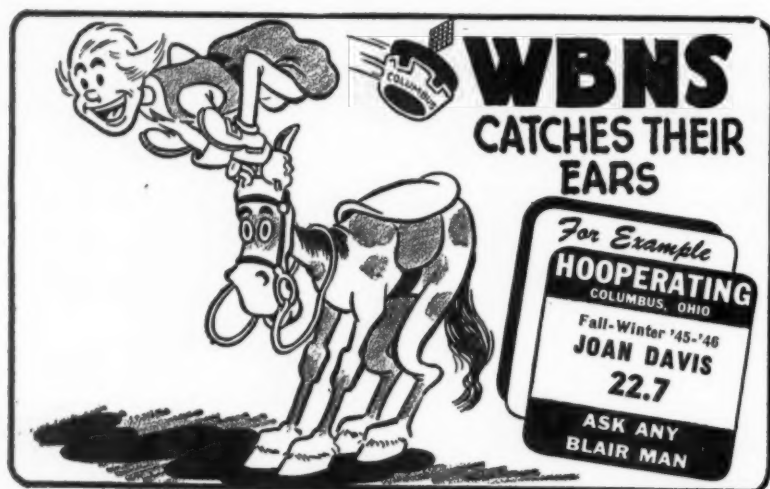
### What Is Safe Distribution?

Speaking of distribution, he said it has always been a matter of some controversy as to what is a safe distribution in a territory. In the case of Carstairs it was felt that the products should be in at least 75% of the retail outlets of a territory in order to satisfy the calls of consumers and to make the Carstairs position in that market solid.

Mr. Meredith referred to the old saying that 30% of the retailers in a territory do 70% of the volume. He warned that one of the great dangers of depending on a 30% distribution is that this preferred list of 30% must be of great volume users and if one big volume user is lost the effect is great; whereas, if a sales representative has obtained a 75% distribution and loses one customer, it can't affect him too greatly.

One of the final sessions of the training and refresher course included discussion of proper routing in a sales territory and a test in route planning. A carefully planned schedule of systematic calls was described as essential to maintaining volume and to saving time and effort.

The trainees were told of the pitfalls resulting from the habit of high-spotting—that is, jumping from one area to another to call on those accounts known best or easiest to sell. Regularity in making calls was deemed as an important factor in good customer relations.



**Vermont**  
An important unit in your northeastern market.  
**Burlington**  
Is the natural starting point.  
**The Burlington Free Press**  
Covers the field

S. H. Lind, operations manager, acquainted the men with the function of the central and divisional offices in planning, maintaining budgets, establishing sales estimates and handling of invoices. Considerable time was also given to explanations of the proper use and disposition of sales forms and reports.

In addition, the trainees were urged to develop the right attitude toward that part of their duties which entailed the keeping of records. Records, it was made clear, are as necessary to a salesman as any other businessman. In the case of Carstairs, however, a point was made of keeping the salesmen's paper work at a minimum. For instance, the special Carstairs route book was especially designed to serve as a combination route book and daily report.

The route book, always subject to regular inspection by territorial supervisors, also was intended to provide the salesman with a permanent history of his accounts and for that reason required daily accurate posting of accounts.

Another subject on which the men were enlightened was public relations and how the Carstairs activities in this field, in a broad sense, benefited the entire sales organization. As a wind-up of the seminar the attendees were given an intensive final examination based upon each of the lectures and they also were asked to prepare a critique on the course.

At the conclusion of the final period of the course SM's representative was given the opportunity of sounding out some of the men as to what the three-weeks intensive training course meant to them. Without exception each one voiced the confidence and enthusiasm the training period had given him and felt that it fully equipped him to do an intelligent selling job. Plainly all were deeply impressed with the extensive research work and the control of distillation which had been so thoroughly covered during their two weeks' study of Carstairs production methods.

Other carefully selected groups of men are benefiting by this same intensive training course this fall.

### Concentrate Sales Coverage

Consolidated Cosmetics and Dana Perfumes, manufacturers of Tabu, 20 Carats and Palatine Perfumes have appointed Arthur W. Willison assistant sales manager and nine new sales representatives whose territorial coverage of 27 states will enable the firm to intensify its sales efforts throughout districts merely high-spotted heretofore.

NOVEMBER 1, 1946

# 77% voted "Pocket Size"

Survey Uncovers Another Reason\*  
Why the "Merchandiser" Rates  
No. 1 in the Variety Store Market



2,627 busy Variety Syndicate Store managers and assistants, headquarters and field executives (representing 14% of our effective readership) recently took time to answer this question:

"Would you like to see the Syndicate Store Merchandiser increased in size?"

The answers came . . . an emphatic "NO!" Readers of all types voted "pocket-size" . . . 2,023 of them . . . 77%—confirming our 15-year belief that pocket-size is right for top readership in the Variety Store field.

So we'll continue to "Shoot for the side pocket of every Variety Store Manager" with the pocket-size Syndicate Store Merchandiser. Our representative will be glad to explain how your advertising can hit the bull's-eye, too . . . in the "Merchandiser?"

\*Want still another? . . .  
More than 19,000 effective circulation.  
Largest audited circulation in the field.

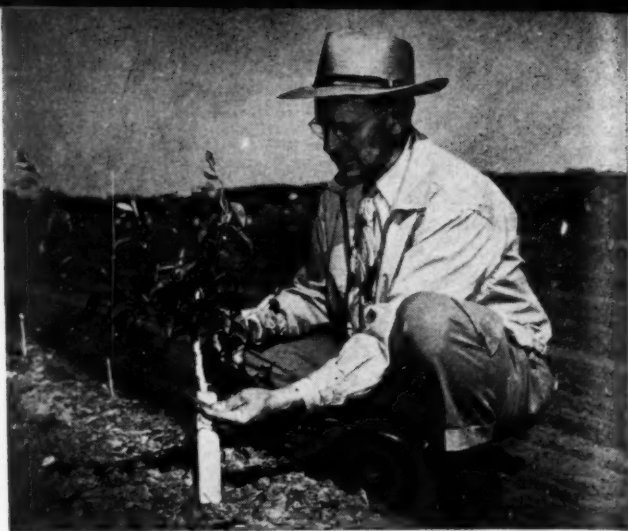
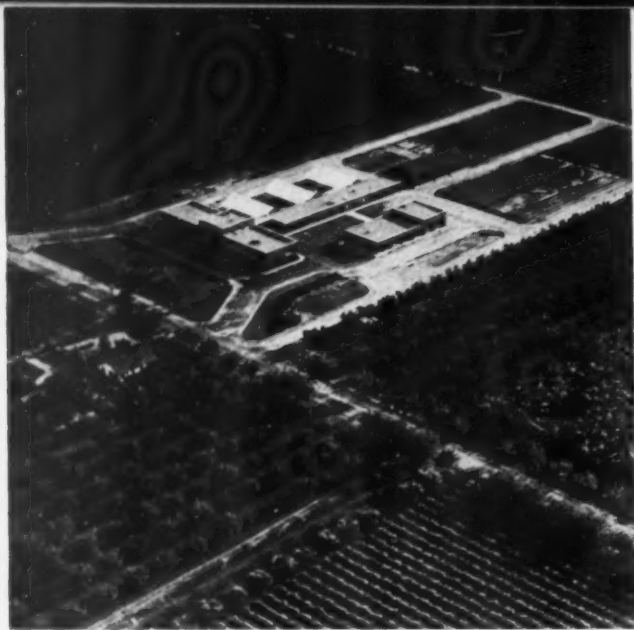
... USE THE  
POCKET-SIZE

## SYNDICATE STORE MERCHANDISER

79 Madison Ave., New York 16, N. Y.

HEADQUARTERS FOR VARIETY STORE MARKETING DATA





**AERIAL VIEW** (left) of Shell's new agricultural laboratory and experimental farm. (right) Horticulturist Frank B. Herbert, measures growth response of pear trees to chemical treatments of soil.



**PRESSURE COOKERS** (above) sterilize media for culture of plant disease organisms. (below) Nitrogen, essential to plant growth, metered out of cylinders in the form of ammonia directly into irrigation system.



## Shell Oil's Research Center

Shell Oil Co., Inc., has put in operation a half-million-dollar agricultural laboratory and experimental farm occupying 142 acres in the heart of the San Joaquin Valley, seven miles northwest of Modesto, Calif.

One of the largest in the West, the new research center is a coordinated activity of Shell Oil Co., Inc., Shell Chemical Corp., and Shell Development Co. According to company officials, it will serve as a proving ground for Shell agricultural products, providing new and improved chemicals to help farmers raise crops more scientifically at less cost.

Facilities include separate research laboratories for many branches of agricultural science, including entomology, nematology, horticulture, agricultural engineering, plant physiology, and plant pathology.

Although oil, as a source of chemicals, has already proved of tremendous value to farmers, only the surface has been scratched in developing oil chemicals which can aid agriculture, Shell scientists point out.

In three large greenhouses at the Modesto laboratory specialists inject new oil derivatives into soil infested with destructive pests and check plant growth for results. Orchard and garden crops are treated with a variety of oil sprays and chemicals in search for materials and methods which will nourish plants, kill parasites, control diseases, regulate reproductive process and delay old age. In rooms constructed for the purpose, test insects are reared under controlled temperature and humidity.

The laboratory, under the direction of Dr. Roy Hansberry, is now engaged on such basic problems as killing weeds by selective spraying without damage to crops, growing fruit crops without cultivation, and growing enriched fruits and vegetables by means of special fertilizers.

It is also using plant growth regulators to develop earlier crops and to regulate the size and uniform ripening of crops. In addition, Shell scientists are working toward the development of more seedless fruits and vegetables, and ways to delay fruit trees from blossoming during dangerous frost periods. As an example of the products that may result from such tests, the company markets a pre-harvest spray to prevent apples and pears from dropping prematurely.

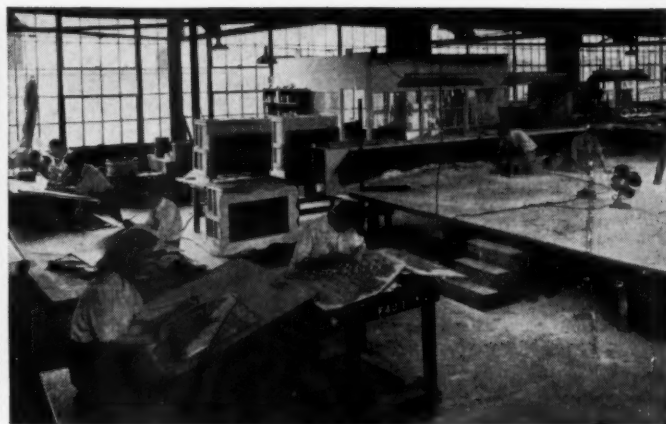
In addition to serving as a research institution for developing new ideas and as a proving ground for natural and synthetic petroleum products, the laboratory serves as a clearing house of scientific knowledge and information where farmers' problems may be presented and solved. Its staff maintains close contact with university, Federal, state and county agricultural authorities.

# Creating Industrial Showmanship

## FOR TRADE SHOWS



MECHANICAL DEPARTMENT



PRODUCTION ART



CARPENTER  
SHOP



MODEL DEPARTMENT

100,000 square feet of production space, equipped at every turn with the very finest in modern machinery and equipment, and equipped also with a variety of skilled, merchandising-minded craftsmen and artisans, is available, 24 hours of every day, to answer the needs of our nationwide clientele for displays and exhibits. Idea men, designers, skillful mechanics who can make a fine watch or reproduce an industrial plant in operating miniature, and the many other Gardner-trained craftsmen co-operate as a fine working unit to see that the hundreds of detailed operations that constitute the display are blended into "the finest displays that money can buy."



**Gardner**  
DISPLAYS

477 MELWOOD STREET, PITTSBURGH 13, PA. • MAYFLOWER 9443  
516 Fifth Ave., New York 18, N. Y. Vanderbilt 6-2622, 185 N. Wabash Ave., Chicago 1, Ill. • Andover 2776, 810 Book Tower Bldg., Detroit 26, Mich. Randolph 3557.

NOVEMBER 1, 1946

# Los Angeles Food Markets Cash in On "Vest Pocket" Drug Stores

They're called "HandySpots." About 300 nationally branded drug items are sold in them. Fathered by an ex-advertising agency man and an ex-drug man, they're systematized as to stock, display, service & replacements.

It looks as if the old, elusive problem of how to sell drugs in grocery stores—at a profit—has been solved at last. Henry Mayers, ex-agency man, and Kenneth Dewing, who knows the drug field, have masterminded the solution. Today, a thousand food markets in the Los Angeles area carry their drug displays, known as "HandySpots."

They have skirted the twin reefs which wrecked so many previous attempts to save Mrs. Housewife a trip to the drug store: What items and brands to carry; what type of display unit to use.

Mr. Dewing's previous experience as salesman for the Mentholatum Co. convinced him that private and little-known brands should be rigidly excluded. He also felt that for grocery store sales, the drugs should be packaged in small sizes to sell at a dime and a quarter. With this decided, he went to work in his basement; came up with a display fixture built like a bookcase. After he had stocked it with about 50 cosmetic and drug items which he hoped housewives would need, Ted Von der Ahe tried it out at one of his "Vons" chain stores in down-town Los Angeles. It sold drugs. Housewives, skeptical at first, soon began to rely on the food store for their routine drug purchases.

With this test as a guide, the "HandySpot" sales force started to sell the idea to grocers. It is allotted anywhere from 10 to 50 square feet of floor space near the cashier's counter where pilfering can be held down, standard display fixtures are installed, stocked, and maintained by the "HandySpot" crew, the retailer pays on open account with a guarantee that any goods which don't sell will be taken back.

The present "HandySpot" stock has been greatly expanded since that first 50 items. Today it ranges from 100 to 300 items, displayed on steel shelves which have evolved from the 1935 basement bookcase. These items

are always changing. Suppose the top 10 of 50 national dentifrice brands are being carried. Should a new dentifrice loom up in national advertising, it will be tried out in several stores. If the newcomer outsells a brand already on the "HandySpot" shelves, in it goes; out goes the low-seller. This sort of testing goes on constantly. Old brands lose prestige;

new ones take their place. Different types of stores are also watched to see which items have a common denominator of appeal which moves them in super market, chain, and independent alike.

Behind the little drug stores which seem to run themselves is a full-grown buying, warehousing, selling and service organization. The Dewing Co. does the buying, takes three per cent for itself as shown on the dealer's account. All the dealer must do is make change and listen to the cash register hum.

Service on the "HandySpots" ranges from determining legality of sale of each item under the California State Pharmacy Law to marking



"AUTOMAT" ORDER-FILLER: Retailers' purchases are selected from stock (above) and placed in rolling trays for delivery directly to "Handyspot" (below) counters in food stores. The route-salesman puts merchandise on shelves.





# BOOTH NEWSPAPERS



Agency:  
Hill Blackett  
& Co.



## "Pour It On" Too!

Nothing reserved about the way Morton's uses Booth Michigan Newspapers to advertise the salt that pours when it rains. Morton's advertising appears on a regular schedule *in all eight Booth papers.*

Booth Michigan Newspapers "pour it on" for all advertisers! A combined circulation of 360,000 copies daily delivers practically house-

by-house coverage in the eight major markets of "Michigan's Other Half."\*

Whatever you have to sell, Booth Michigan Newspapers will serve you well.

**For specific information on  
Booth Michigan Markets, call:**

**Dan A. Carroll, 110 East 42nd Street,  
New York City, 17**

**John E. Lutz, 435 N. Michigan Ave.,  
Chicago, 11**

*\*2,602,055 Michigan buyers live  
outside the Detroit trading area.*

# BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

*The Nunn Stations*



**★ IMPORTANT MARKETS**

- Amarillo, Tex. .... **KFDA** (ABC)
- Ashland, Ky. .... **WCMI** (CBS)
- Huntington, W. Va. .... **WBIR** (ABC)
- Knoxville, Tenn. .... **WLAP** (ABC)
- Lexington, Ky. .... **WMOB** (ABC)
- Mobile, Ala. .... **WMOB** (ABC)

the state Cosmetic Tax on the packages in advance.

Once or twice a week a checker visits each grocery store and makes up an inventory sheet showing every item which needs to be replenished. He also tidies up the stock. Glass dividers separating the items help keep the merchandise looking neat. These inventory sheets are then assembled and tabulated on punched cards which give all the information necessary for automatic billing and daily inventory.

The orders are filled in a stockroom which looks like an "automat." On one side all 300 items are received and price-marked. They are then placed in slanting chutes and slide to the other side of the room where they are fixed in trays on

wheelcarts and matched with the orders. As the chute empties at the bottom, the top is refilled. The order is then checked and next morning the items, still in trays, are loaded in a specially fitted truck. When the truck reaches the grocery, the store manager checks his merchandise against the invoice and the driver transfers it from trays to "HandySpot" shelves. He has no paper work but, instead, spends a few minutes tidying up the stock.

Though the "HandySpot" might seem to live on impulse purchases, its originators find this is actually not the case. With the exception of toothbrushes and combs, cellophane enveloped and eyeleted for hanging at eye level, everything is known by brand, bought regularly at the food market after customers have become certain it will always be there.

## OPPORTUNITY

### for a SALES EXECUTIVE

One of the largest and fastest-growing firms in its field seeks a young sales executive (35-40) to assist its general sales manager. He must have national experience in packaged goods merchandising and selling and be of the calibre to work with a field force of 500 men.

A man with ideas, driving power and judgment will find in this position the challenge and opportunity to satisfy his ambition. State salary expected. Write fully and in confidence. Our staff knows of this advertisement. BOX NO. 2364.

## Bird Abolishes Title General Sales Manager

This concern creates a new position — v.-p. of sales and production.

The position of general sales manager has just been abolished by Bird & Son, Inc., East Walpole, Mass., manufacturers of paper products, building materials and flooring. A new title—vice-president in charge of sales and production—has been set up for each of the three major manufacturing divisions.

This move is to tie production—the No. 1 problem—closer to sales. The new alignment of duties and title were recommended to the board of directors by Axel H. Anderson, Bird & Son's new president, who assumed office a few weeks ago after being secretary-treasurer since 1930.

The new vice-president for sales and production of the Flooring Division is H. Eugene Sawyer, Jr. He had been sales manager of the division since 1923. He's a director.

Eli L. Chamberlain, vice-president, Building Materials Division, was assistant superintendent and then superintendent for 15 years of the company's roofing mill before becoming sales manager of the Building Materials Division in 1935.

The vice-president in charge of sales and production for the Paper Products Division is Ralph A. Wilkins. Since January he's been in charge of all production for the company and before that was general superintendent of the Paper Division.

**In the  
BUSINESS  
MARKET, too...  
MASS  
IMPRESSIONS  
MEAN SALES**

So use all four  
if you can **BUT...**

**Nation's Business**

**ALONE IS NOW READ BY  
HALF OF THE MILLION  
WHO BUY IN BILLIONS!**

\$16.98 Executive  
Subscribers  
All Paid



... 20th Century style

**E**VERY year farmers burn or bury a billion dollars' worth of livestock—a costly sacrifice to Disease. In one state alone, Disease demands the destruction of some 100,000 cows annually. Throughout the country, nearly 7,000,000 pigs die each year before weaning time.

But now **Country Gentleman** brings good news. Its October issue points out that every major livestock disease or parasite can be wiped out or controlled.

Drugs developed and tested during the war, along with established remedies, provide the necessary weapons. All that is now needed is teamwork by farmers, veterinarians, state colleges, county agents, pharmaceutical houses and rural druggists. **Country Gentleman** for November will show how, in one state, they've already swung into action.

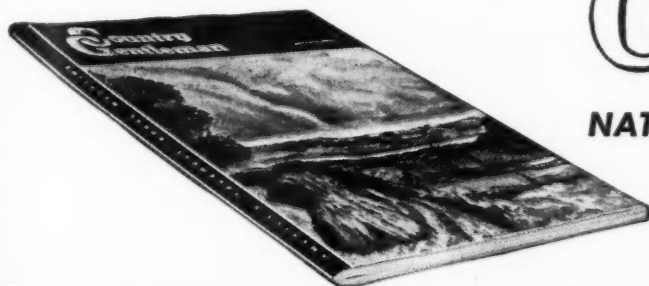
This vital 2-part report is **Country Gentleman's** latest contribution to the battle against livestock disease. In 1937,

for example, this magazine was first to tell farmers about the wonder-drug, Phenothiazine—now a standard control for a wide range of internal parasites.

The fact is, **Country Gentleman** for over a century has consistently provided the leadership for such major developments. No other magazine can match its record in promoting the progress of American Agriculture.

Is it any wonder that **Country Gentleman** holds a unique place in the lives of rural people? Or any wonder that ideas backed by its pages always get action?

And—with its more than two million families concentrated on the top-half farms controlling four-fifths of the nation's farm income—is it any wonder that leading advertisers and their dealers regard **Country Gentleman** as the most powerful selling force in Rural America?



# Country Gentleman

**NATIONAL SPOKESMAN FOR AGRICULTURE**

Independence Square, Philadelphia 5, Pennsylvania

*(This advertisement appeared as a full page in the October 26 issue of The Saturday Evening Post.)*

NOVEMBER 1, 1946





NBC TELEVISION NEWSREEL CREW . . . Shooting scenes for Esso Marketers of 2nd Annual Television Conference and Exhibition, as conference chairman, Ralph B. Austrian, RKO Television Corp. president, and Will Baltin, Television Broadcasters Association secretary-treasurer, synchronize two-day agenda notes.

# Media and Agency News

## TELEVISION

The horizons of commercial television were considerably extended at the Second Television Conference and Exhibition of the Television Broadcasters Association, Inc., held at the Waldorf-Astoria Hotel, New York City, October 10-11. Over 1,500 television broadcasters, potential broadcasters, film executives, advertising representatives, newspapermen, and representatives of major industries attended the two-day event and heard more than 80 important papers read at the general sessions and panel meetings by leaders in programming, production, advertising, and technical phases of the art.

General chairman in charge of the Conference was Ralph B. Austrian, president of RKO Television Corp. Highlighting the convention was the first post-war exhibition of new television transmitting and receiving equipment.

Recognition for outstanding achievements in television was given in the form of nine Awards of Merit. Paul Raibourn, vice-president of Paramount Pictures, Inc., and member of TBA board of directors, made the presentations.

Group 1—For outstanding technical contribution to television: Dr. Albert Rose, Dr. Harold Bell Law, and Dr. Paul Kessler Weimer of RCA Laboratories, Inc.

Group 2—To the individuals re-

sponsible for the best programs of the past year: Special events—John F. Royal, vice-president in charge of television, NBC. Best Entertainment—Donovan B. Stetler, advertising director of Standard Brands, Inc. Outstanding artistic program—Paul Belanger, television director of WCBW. Best public service program—Klaus Landsberg, Station W6XYZ.

Group 3—To individuals for outstanding contributions to the field of television: Dr. Oliver E. Buckley, president of Bell Laboratories, Inc., and to Keith S. McHugh, vice-president of American Telephone & Telegraph Co.

The general tenor of the talks and panels would seem to indicate a both-feet-on-the-ground attitude on the part of leaders in current television development. Ernest H. Vogel, vice-president in charge of sales, Farnsworth Television & Radio Corp., urged the industry to set for itself a goal of 750,000 to 1,000,000 television receivers during 1947. R. M. Gray, advertising and sales promotion manager, Standard Oil Company of New Jersey, reported that a recent survey showed people rating his company's television commercials above "many of the newsreels pictures on the program itself." L. G. Woodford, general manager, long lines department, American Telephone & Telegraph Co., declared that a five to six year construction program involving 7,000 route miles of coaxial cable is

being telescoped into about three years. Leonard F. Cramer, executive vice-president of Du Mont Television Laboratories, Inc., warned advertisers and television broadcasters against poor commercials. He emphasized the need for common sense commercials and pointed out that the industry must cooperate to evolve "tasteful, subtle and effective selling by television."

## NEWSPAPERS

An unusual advertising test designed to rate the timeliness and extent of *The Wall Street Journal's* news coverage recently appeared in six daily newspapers in five cities. Using full pages of the *New York Herald Tribune*, the *Chicago Tribune*, *The Detroit News*, *The Cleveland Press*, *The Philadelphia Inquirer*, and *The Sun*, New York City, the *Journal* reproduced the top three-quarters of its front page for the days the advertisements appeared, so marketing its news product. The remaining quarter page was devoted to advertising copy explaining the value of the publication to business people. In addition, "teaser" advertisements scattered throughout the rest of the paper called attention to the full page.

A new editorial approach intended to set fresh standards for women's pages in newspapers is being initiated in *The Chicago Sun*. Called "The Feminine Angle," the paper's new women's pages, according to Mary Sharp, women's editor and fashion editor, are planned to make life easier and more fun, help any harassed



TELEVISION COMMERCIAL . . . By U. S. Rubber Co. for its Powers-modeled swim suits ties in with its televised film of Minneapolis Aquatennial and was used to illustrate the company's paper delivered before Annual Television Conference and Exhibition.

SALES MANAGEMENT

# 1901

## ... AND A NEW DAY DAWNED

### For Sunbelt Poultry!

A new day dawned for Southwestern Sunbelt poultry in 1901 when Farm and Ranch took the lead in organizing the Texas Poultry and Pet Stock Association. Hit or miss methods began to disappear, as stock selection, breeding, feeding and marketing were discussed in the pages of Farm and Ranch by qualified experts; as knowledge was pooled and exchanged and research encouraged and publicized.

In 1945, the Sunbelt produced \$228,613,000 worth of poultry and poultry products.\* And Sunbelt poultrymen still turn to Farm and Ranch for intelligent, up-to-the-minute advice—for easy-to-read reporting of latest developments in methods and equipment. This decades-old trust in the leadership of Farm and Ranch extends to every phase of Southwestern agriculture. To reach the leading farmers and ranchers of the multi-million dollar Sunbelt market, use the magazine which they have known—and read—for two generations!

\*The Farm Income Situation, U. S. Department of Agriculture, April, 1946.



TEXAS • OKLAHOMA • ARKANSAS  
LOUISIANA • NEW MEXICO  
BIG States with BIG  
Farms twice the  
National Average



Branch Offices: 52 Vanderbilt Avenue, New York  
75 East Wacker Drive, Chicago • 1895 Monroe  
Drive, N.E., Atlanta. West Coast Representatives:  
Simpson-Reilly, Ltd., Russ Building, San Francisco,  
Calif. • Garfield Building, Los Angeles, Calif.

# FARM AND RANCH

DALLAS, TEXAS





**RESIGNING . . .** Editor and general manager of the *Pittsburgh Post-Gazette*, Oliver J. Keller (center), leaving after 20 years service to become owner of Radio Station WTAX, Springfield, Ill., is flanked by Grove Patterson (left) editor-in-chief of the *Toledo Blade*, and by William Block (right), co-publisher of the two newspapers, at a *Post-Gazette* employees banquet given in his honor.

woman run her home, children, or career with less effort and more leisure. "The Feminine Angle" is the result of a year's research and planning to find a better method of presenting woman's news.

Reader response to regular newspaper editorial features varies widely from city to city, a survey recently released by the National Newspaper Promotion Association indicates. The survey covered replies from 90 newspapers in the United States and Canada with a combined circulation of 13,408,636. Features for which reader response figures were reported include patterns, beauty advice, recipes, letters to the editor, fashion, health advice, homemaking, gardening, and lovelorn counsel. Total response of these features was 760,499. Patterns led with 232,611 orders, 31% of the total response. Sports was a poor second with 16%.

Glamorous color newspaper advertising rivaling national consumer magazines has become a reality this fall in *The Milwaukee Journal* with the development of a weekly series of Kodachrome fashion advertisements in a regular news advertising section. Milwaukee's Boston Store used full page space each Sunday during August and September for the initial series. Each insertion featured a single luxury priced garment and accessories. The success of the campaign resulted in its continuing into October. Simplicity of layout and brief copy focused interest on the 10 x 13-inch Kodachrome centered on the page. The dominant color, which changed each week, was repeated in a pastel border around the page margin.

## MAGAZINES

Winners of *Charm Magazine's* annual contests for advertising and window display, open to the publication's tie-in stores across the country, are announced by Street and Smith Publications. Twelve awards, six in each division, have been given, the prizes totaling \$950 in U. S. Savings Bonds. Each entry represented a tie-in with *Charm's* annual September "On With The Job" promotion, and contests were judged not only on the basis of copy, layout and design, but for appeal to the American business girl, to whom the magazine is dedicated.

Macfadden Publications, Inc., announce an increase in the guarantee of *Sport's* circulation from 200,000 to 300,000, with a proportionate increase in advertising rates, commencing with the February 1947 issue.

Barclay Acheson, director of *The Reader's Digest* International Editions, announces that a French language edition of the magazine will begin publication in February 1947. The French edition will be the first to be published in a large Continental European country. Danish, Finnish, and Swedish editions are already in existence. The French edition will have an initial circulation of 250,000, distributed throughout France, in Belgium, Switzerland, and the French colonies. The French *Reader's Digest* will bring to 10 the number of International Editions published around the world.

The National Crafts and Science

Show in Madison Square Garden, New York City, from November 17 to 24th, is being sponsored by *Mechanix Illustrated*. Robert Hertzberg, executive editor of the Fawcett Publications, Inc., magazine, announces that each day will be devoted to emphasizing one aspect of the scientific hobbyists' and craftsmen's interests. Home workshops, models of boats, planes, trains, photography, and amateur radio will all have their innings during the eight days of the show.

## BUSINESS MAGAZINES

*Electronic Industries* will be published in two editions beginning with the January 1947 issues. *Tele-Tech* will be editorially tailored for full coverage of tele-communications techniques, embracing radio, television, FM, telephony, sound reproduction, railroad, and aircraft communications. *Electronic Industries & Instrumentation* is designed to meet the needs of men throughout industry interested in factory electronic applications. The publications will have respective circulations of 17,000 and 25,000, and according to Caldwell-Clements, Inc., publishers, will offer advertisers either selective or complete coverage of the electronic market, with no duplication of circulation.

*Electronic Equipment Industry* is the new title of *Electronic Equipment News*. After an eight-month testing period advertising will be accepted with the December issue. First print order will be 25,000 guaranteed. . . . *Fruit and Vegetable Review* is the new name of the *California Fruit and Vegetable Review* which is entering the national field and is expanding to cover population centers in the East. Contents of the magazine are being changed from local to national interest with economic studies of various crops, and articles analyzing methods of crop sale and distribution. A national advertising campaign has been activated under the direction of Neale Advertising Associates, Los Angeles.

Fred C. Kelly, Jr., is new editor of *Refrigerating Engineering*, monthly journal of the American Society of Refrigerating Engineers. . . . Loyd B. Dunning is appointed editor of *Packaging Service* magazine. . . . Arthur C. Peters is named managing editor of *American Exporter*. . . . Joseph A. Fletcher, former executive editor of *Chain Store Age*, is appointed editor of *The Self-Service Grocer*.

## SALES MANAGEMENT



# 65% More Dollars for Eating Out-- and the Soda Fountain Gets a Big Share of It

—especially the 30,000 operators who read FOUNTAIN SERVICE every month.

For they are the key operators—the men who are interested in managerial problems—the ones who are working for better volume, better handling and better serving.

They are in the market today for new equipment, for improved equipment, receptive and willing to buy.

They are interested in new fountain and food products to serve their customers—to keep people coming to their fountains, to make more people get the fountain habit.

They are in a liquid condition—they have the money to invest in their desire to go forward.

It's too big a market for any manufacturer to neglect—over \$1,250,000,000 annually.

FOUNTAIN SERVICE gives you balanced coverage of this Soda Fountain Market—independent operator, chain operator and wholesaler—the only publication in the field that does.

FOUNTAIN SERVICE should head the list of the manufacturer who sells the Soda Fountain Operator.

## FOUNTAIN SERVICE

386 FOURTH AVENUE

Chicago office: 333 N. Michigan Ave.  
Phone: State 1266

The latest CCA Audit of Fountain  
Service has just been issued. We will  
be glad to send you a copy.



NEW YORK 16, N. Y.

Pacific Coast Office: 15 East de la Guerra  
Phone: Santa Barbara 6405

## SALES MANAGER

With excellent record in diversified industrial, mechanical, and building products fields as general sales manager plus district, division and product sales manager. Outstanding experience in organizing, training and directing sales and service forces, selecting dealers and planning advertising. Technically trained: finest credentials. Address Box 2362, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

## TO A SALES EXECUTIVE who needs A STRONG ASSISTANT

This able assistant can relieve you of all details of sales department administration. Knows national distribution, department store selling, jobbing, sales promotion, advertising, and sales training. Strong at sales analysis, research, planning, and control. Travel part time. Can move anywhere or stay in New York. Age 35, happily married. With national brand housewares and textile houses since college (A.B. 1933). Available at once. Best references. Box 2356, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## "WHERE DO YOU GO from NO?" by Leon Epstein, Sales Counsel

An important new book on the basic principles of two-fisted selling. A "must" in every sales training program. Twelve chapters and a special index of memorable epigrams on selling and advertising. Over 200 pages of stimulating ideas. Write today for Special Pre-Publication Quantity Offer. Sales Research Institute, 103 Park Ave., N. Y. C.

## ASSISTANT SALES MANAGER

We need a man who can point to good experience in selling and sales department supervision. The position we have offers an excellent opportunity as virtually the head of one of our sales divisions. An engineering background or experience in oil heating will be helpful, but experience in industrial selling, ability to handle customers by correspondence as well as in the field will be essential.

You will have around you a fast-moving organization, making nationally-famous precision products, used by manufacturers as original equipment, and by jobbers and dealers as replacements. The company is highly progressive, with a secure future, already operating at double its wartime production. Present salary depends on the background and ability of the man, but future earnings will be commensurate with progress and results demonstrated—definitely an opportunity for a man of initiative and ability.

Write Box 2358, Sales Management, 386 Fourth Ave., New York 16, N. Y.



AWARD . . . Presented at the Waldorf-Astoria Hotel, New York City, by Weston Smith, editor of the *Financial World*, to O. J. Elder, president of Macfadden Publications, Inc., for the best financial report in the publishing industry.

## RADIO

The Mutual Broadcasting System financial statement for the first nine months of 1946 reveals that MBS billings total \$19,033,606 — an increase of 32.5% over the corresponding period for 1945. The report also lists a total of 20¾ hours of commercial time sold in new or renewed contracts since September 1 to inaugurate this fall's radio season.

Wells Church is appointed director of news broadcasts for CBS. . . . Murry Harris joins WEAF to handle field exploitation. . . . Delphine Carpenter is appointed WJZ promotion manager.

The Broadcast Measurement Bureau has expanded its technical research committee to 12 members. The new members are: P. H. James, manager of sales operations of Mutual Broadcasting System, appointed by the National Association of Broadcasters to represent broadcasters; Marion Harper, Jr., vice-president in charge of research, McCann-Erickson, Inc., appointed by the American Association of Advertising Agencies to represent advertising agencies; Albert S. Dempewolf, assistant to the advertising director, Celanese Corp. of America, appointed by the Association of National Advertisers to represent advertisers.

## AGENCIES

A report on how trade associations can contribute to better handling of their association advertising campaigns by agencies was presented at the annual meeting of the American Trade Association Executives in Cleveland. According to the study which was made by the American Association of Advertising Agencies, there are six major ways in which an association

can implement an agency handled campaign: (1) Centralize advertising authority in the hands of a small advertising committee. (2) Maintain continuous contact with the agency through a responsible and full-time executive. (3) Make advertising plans on a long-range and continuous basis. (4) Assure stable financing for the advertising plans. (5) Make no unreasonable demands on the agency's time. (6) Let the advertising agency keep an objective viewpoint.

W. G. Schnell, former executive vice-president of Russell T. Gray, Inc., Chicago, heads the new agency, Schnell-Mills, Inc., also in Chicago. . . . John M. Alden is elected vice-president of Biow Co. . . . Robert M. Watson has become a vice-president of Ruthrauff & Ryan, Inc. . . . McCann-Erickson, Inc., appoints J. B. Dyson manager of its office in Santiago, Chile, and transfers William H. Bray to its new Lima, Peru, office.

**Accounts:** The Philadelphia Regional Office of War Assets Administration to Al Paul Lefton Co., Inc. . . . Dictaphone Corp. to Young & Rubicam, Inc. . . . Regal Shirt Co. and Ellison & Spring, manufacturers of "Prints Charming" table linens, to Friend-Sloane Advertising, Inc. . . . British Publications, Inc., United States representatives for several periodicals published in England and the Aspegren Manufacturing Co., Inc., to Paris & Peart.

The Celadri Corp., makers of paints and varnishes, and the O'Hearn Manufacturing Co., maple furniture manufacturers, to Wm. B. Remington, Inc., Springfield, Mass. . . . H. A. & E. Smith, Ltd., Hamilton, Bermuda, specialists in British apparel for men and women, to Kelly, Nason, Inc.



## Dream Hospital...

The hospital depicted here exists only in the hearts of men and women who are losing the grim battle with cancer. And in the imagination of other men and women who want desperately to provide a haven for these victims in need of hope and care to sustain them in the few months or years still remaining to them.

Actually, there is not a single such hospital anywhere devoted exclusively to these unfortunates who *may* be beyond the help of medical sciences, but who are still certainly in urgent need of hospital care. And only a limited, woefully insufficient number of beds available to them in other hospitals.

During the long years of the war we gave up our plans for the building of this dream hospital... **Hope Institute.**

But now we are more than ever determined to see it rise in stone and steel. A model hospital, the first of its kind ... cheerful and comfortable in every way ... with more the atmosphere of an apartment hotel than of a cold institution. Where the patients, depending upon their condition, can enjoy the warm hospitality of lounge and dining room, or retire to the merciful seclusion of a private room.

What do we need to build this hospital now? **You.** Every dollar or penny you can scrape together for it. Whether or not you know this tragedy from bitter personal experience ... the tragedy of whole families, endlessly frustrated in their determination to care for a doomed member ... give as generously as you can. Please fill out the coupon below and mail with your contribution. It will make this hospital more than a dream.



### THE NATIONAL CANCER FOUNDATION

GRIFFIN BUILDING

85 FRANKLIN STREET • NEW YORK 13, N. Y.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

*Make checks payable to Abbott Kimball,  
Treasurer of the National Cancer Foundation.*

## THE NATIONAL CANCER FOUNDATION

AFFILIATED WITH

SPONSORS OF GOVERNMENT ACTION AGAINST CANCER

THE NATIONAL FOUNDATION FOR THE CARE OF ADVANCED CANCER PATIENTS

NOVEMBER 1, 1946



# HIGH SPOT CITIES

## Retail Sales and Services Forecast for November, 1946

The index of retail sales and services (dollar volume) shows another 5% gain from October, and now is 120% above the comparable 1939 month. As pointed out in "Significant Trends" this issue, the situation is unhealthy in that *all* of the 1946 increase—and then some!—comes in the upping of prices. However, what the sales executive is most interested in is the city-by-city pattern, and the ratings below give that with sufficient accuracy for quota setting and allocation of advertising.

The leading fifteen cities in "City Index" are as follows: San Diego, Calif., 400.0; Miami, Fla., 370.0; San Jose, Calif., 367.8; Tucson, Ariz., 363.3; Fresno, Calif., 352.0; Topeka, Kan., 340.1; Wichita, Kan., 335.0; Oakland, Calif., 330.0; San Bernardino, 322.5; Albuquerque, N. M., 320.1; Ogden, Utah, 318.0; Phoenix, Ariz., 317.2; Pasadena, Calif., 317.2; Spartanburg, S. C., 311.5; Aberdeen, S. D., 311.4; Long Beach, Calif., 309.1.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some

important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand-total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may

be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES  
(SM Forecast for November, 1946)

|                      | City<br>Index | Nat'l<br>Index | \$<br>Millions |
|----------------------|---------------|----------------|----------------|
| <b>UNITED STATES</b> |               |                |                |
|                      | 220.0         | 100.0          | \$9500.00      |
| <b>Alabama</b>       |               |                |                |
| ☆ Birmingham         | 252.5         | 114.8          | 29.00          |
| ☆ Mobile             | 246.1         | 111.9          | 10.75          |
| ☆ Montgomery         | 230.7         | 104.9          | 7.50           |

(Continued on page 144)

SALES MANAGEMENT

### Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

### As a Special Service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



## They Go Together

The Pilgrims and Plymouth Rock . . . interchangeable terms . . . like Hempstead Town and the Nassau Daily Review-Star.

And the parallel has its pioneer aspects. The Nassau Daily Review-Star pioneered as the first daily on Long Island outside New York City . . . in its bold vision of big market aptitude in the *then* rural Hempstead Town . . . in its Merchants' Conference to foster hometown shopping . . . its

study of the post-war future of newspapers . . . its staging of the first community effort in this country to smooth wartime tempers.

To enter a new world of marketing experience and realize an ideal of sales response, cultivate New York's fourth market through its pioneer newspaper. These three—plus sales, Hempstead Town, the Nassau Daily Review-Star—go together.

*Since June, Hempstead Town has been New York State's No. 1 High-Spot City, increasing its lead from month to month. November 1 Sales Management shows Hempstead Town with 170.4% gain over November 1939; 22.9% margin above nation's rate of gain for same period. Dollar volume \$29,200,000.*



## NASSAU DAILY REVIEW-STAR

Published daily except Sunday, 5c a copy • HEMPSTEAD TOWN, L. I., N. Y. • Executive Offices: Rockville Centre, N. Y. • National Representatives: Lorenzen & Thompson, Inc. New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta.

## WESTERN NORTH CAROLINA

"A State Within A State"

### EXPLORE

The Great Western Carolina Market, Whose Trade Capital Is . . .

### ASHEVILLE NORTH CAROLINA

- ★ 20 Counties
- ★ Half-A-Million People
- ★ 1945 Retail Sales of \$138,568,000 (Sales Management Estimate)
- ★ Diversified Industry
- ★ Agriculture, Livestock, Dairying
- ★ Mid-Winter Tobacco Market
- ★ Mining and Mineral Processing
- ★ Ever-Increasing Tourist Trade

Covered only by Asheville's Daily Newspapers

For market information, address: Roy Philips, Advertising Director, Representatives: The Katz Agency.

# A

## SHEVILLE

CITIZEN + TIMES

Morning Evening

CITIZEN-TIMES Sunday



"Your cooperation helped make this test program a success."

IVAN D. COMBE  
PHARMA-CRAFT CORPORATION



## PEORIA JOURNAL • STAR

WARD-GRIFFITH CO.  
National Representatives, Offices in Principal Cities

## HIGH SPOT CITIES

(Continued from page 142)

RETAIL SALES AND SERVICES  
(SM Forecast for November, 1946)

|                             | City<br>Index | Nat'l<br>Index | \$<br>Millions |
|-----------------------------|---------------|----------------|----------------|
| <b>Arizona</b>              |               |                |                |
| ☆ Tucson                    | 363.3         | 165.1          | 8.40           |
| ☆ Phoenix                   | 317.2         | 144.2          | 14.25          |
| <b>Arkansas</b>             |               |                |                |
| ☆ Fort Smith                | 267.4         | 121.5          | 6.20           |
| ☆ Little Rock               | 220.0         | 100.0          | 14.25          |
| <b>California</b>           |               |                |                |
| ☆ San Diego                 | 400.0         | 181.8          | 35.00          |
| ☆ San Jose                  | 367.8         | 167.2          | 13.90          |
| ☆ Fresno                    | 352.0         | 160.0          | 13.70          |
| ☆ Oakland                   | 330.0         | 150.0          | 55.00          |
| ☆ San Bernadino             | 322.5         | 146.6          | 7.69           |
| ☆ Pasadena                  | 317.2         | 144.2          | 12.75          |
| ☆ Long Beach                | 309.1         | 140.5          | 30.50          |
| ☆ Berkeley                  | 300.2         | 136.5          | 9.65           |
| ☆ Los Angeles               | 297.3         | 135.1          | 190.00         |
| ☆ Stockton                  | 280.7         | 127.6          | 7.01           |
| ☆ Santa Barbara             | 248.0         | 112.7          | 6.85           |
| ☆ San Francisco             | 223.6         | 101.6          | 75.00          |
| ☆ Sacramento                | 219.3         | 99.7           | 14.50          |
| <b>Colorado</b>             |               |                |                |
| ☆ Denver                    | 225.0         | 102.3          | 40.00          |
| ☆ Colorado Springs          | 218.1         | 99.1           | 5.35           |
| ☆ Pueblo                    | 201.6         | 91.6           | 4.50           |
| <b>Connecticut</b>          |               |                |                |
| ☆ Stamford                  | 207.8         | 94.5           | 8.11           |
| ☆ New Haven                 | 190.0         | 86.4           | 19.77          |
| ☆ Hartford                  | 189.5         | 86.1           | 27.25          |
| ☆ Bridgeport                | 187.4         | 85.2           | 19.30          |
| ☆ Waterbury                 | 177.7         | 80.8           | 9.70           |
| <b>Delaware</b>             |               |                |                |
| ☆ Wilmington                | 202.0         | 91.8           | 18.50          |
| <b>District of Columbia</b> |               |                |                |
| ☆ Washington                | 218.1         | 99.1           | 102.75         |
| <b>Florida</b>              |               |                |                |
| ☆ Miami                     | 370.0         | 168.2          | 33.50          |
| ☆ Tampa                     | 300.5         | 136.6          | 13.21          |
| ☆ Jacksonville              | 255.2         | 116.0          | 16.00          |
| <b>Georgia</b>              |               |                |                |
| ☆ Columbus                  | 292.0         | 132.7          | 5.75           |
| ☆ Atlanta                   | 286.2         | 130.1          | 44.00          |
| ☆ Macon                     | 284.5         | 129.3          | 6.12           |
| ☆ Savannah                  | 270.7         | 123.0          | 9.15           |
| ☆ Albany                    | 258.0         | 117.3          | 2.15           |
| ☆ Augusta                   | 231.8         | 105.4          | 6.20           |
| <b>Hawaii</b>               |               |                |                |
| ☆ Honolulu                  | 290.0         | 131.8          | 41.00          |
| <b>Idaho</b>                |               |                |                |
| ☆ Boise                     | 270.6         | 123.0          | 6.25           |
| <b>Illinois</b>             |               |                |                |
| ☆ Rockford                  | 276.5         | 125.7          | 9.75           |
| ☆ Peoria                    | 224.0         | 101.8          | 12.80          |
| ☆ Chicago                   | 217.1         | 98.7           | 290.00         |
| ☆ Springfield               | 196.5         | 89.3           | 7.60           |
| ☆ Moline-Rock Island-       |               |                |                |
| ☆ E. Moline                 | 195.2         | 88.7           | 8.20           |
| ☆ East St. Louis            | 192.0         | 87.3           | 6.25           |

RETAIL SALES AND SERVICES  
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|                      | City<br>Index | Nat'l<br>Index | \$<br>Millions |
|----------------------|---------------|----------------|----------------|
| <b>Indiana</b>       |               |                |                |
| ☆ South Bend         | 290.0         | 131.8          | 13.20          |
| ☆ Fort Wayne         | 260.0         | 118.2          | 13.50          |
| ☆ Evansville         | 232.3         | 105.6          | 13.62          |
| ☆ Gary               | 225.1         | 102.3          | 10.75          |
| ☆ Indianapolis       | 218.5         | 99.3           | 42.10          |
| ☆ Terre Haute        | 205.9         | 93.6           | 8.35           |
| <b>Iowa</b>          |               |                |                |
| ☆ Sioux City         | 265.0         | 120.5          | 9.90           |
| ☆ Des Moines         | 228.4         | 103.8          | 20.78          |
| ☆ Cedar Rapids       | 219.8         | 99.9           | 8.30           |
| ☆ Davenport          | 217.0         | 98.6           | 7.00           |
| <b>Kansas</b>        |               |                |                |
| ☆ Topeka             | 340.1         | 154.6          | 9.10           |
| ☆ Wichita            | 335.0         | 152.3          | 19.80          |
| ☆ Kansas City        | 270.0         | 122.7          | 8.90           |
| <b>Kentucky</b>      |               |                |                |
| ☆ Louisville         | 236.0         | 107.3          | 37.50          |
| ☆ Lexington          | 230.5         | 104.8          | 8.25           |
| <b>Louisiana</b>     |               |                |                |
| ☆ New Orleans        | 213.2         | 96.9           | 39.00          |
| ☆ Shreveport         | 205.7         | 93.5           | 10.53          |
| <b>Maine</b>         |               |                |                |
| ☆ Bangor             | 242.5         | 110.2          | 5.15           |
| ☆ Portland           | 198.6         | 90.3           | 10.75          |
| <b>Maryland</b>      |               |                |                |
| ☆ Baltimore          | 221.0         | 100.5          | 101.25         |
| ☆ Cumberland         | 215.0         | 97.7           | 5.70           |
| <b>Massachusetts</b> |               |                |                |
| ☆ Holyoke            | 291.0         | 132.3          | 5.86           |
| ☆ New Bedford        | 235.0         | 106.8          | 9.50           |
| ☆ Fall River         | 217.8         | 99.0           | 8.55           |
| ☆ Worcester          | 206.0         | 93.6           | 20.50          |
| ☆ Springfield        | 198.5         | 90.2           | 19.65          |
| ☆ Lowell             | 192.7         | 87.6           | 5.38           |
| ☆ Boston             | 172.5         | 78.5           | 92.50          |
| <b>Michigan</b>      |               |                |                |
| ☆ Lansing            | 261.3         | 118.8          | 12.75          |
| ☆ Battle Creek       | 253.5         | 115.2          | 8.15           |
| ☆ Jackson            | 251.8         | 114.5          | 7.23           |
| ☆ Flint              | 225.6         | 102.5          | 19.55          |
| ☆ Kalamazoo          | 224.0         | 101.8          | 10.27          |
| ☆ Grand Rapids       | 223.9         | 101.8          | 20.08          |
| ☆ Detroit            | 215.4         | 97.9           | 158.00         |
| ☆ Saginaw            | 210.0         | 95.5           | 9.80           |
| ☆ Bay City           | 204.0         | 92.7           | 6.20           |
| ☆ Muskegon           | 183.5         | 83.4           | 5.81           |
| <b>Minnesota</b>     |               |                |                |
| ☆ Minneapolis        | 223.7         | 101.7          | 57.12          |
| ☆ St. Paul           | 210.6         | 95.7           | 34.00          |
| ☆ Duluth             | 193.0         | 87.7           | 9.45           |
| <b>Mississippi</b>   |               |                |                |
| ☆ Jackson            | 288.5         | 131.1          | 9.45           |
| <b>Missouri</b>      |               |                |                |
| ☆ Springfield        | 308.4         | 140.2          | 6.15           |
| ☆ Kansas City        | 227.5         | 103.4          | 51.25          |
| ☆ St. Joseph         | 215.0         | 97.7           | 5.78           |
| ☆ St. Louis          | 192.6         | 87.5           | 72.56          |
| <b>Montana</b>       |               |                |                |
| ☆ Billings           | 232.0         | 105.5          | 3.63           |
| ☆ Great Falls        | 208.1         | 94.6           | 3.90           |
| <b>Nebraska</b>      |               |                |                |
| ☆ Omaha              | 239.7         | 109.0          | 23.50          |
| ☆ Lincoln            | 199.5         | 90.7           | 7.61           |

SALES MANAGEMENT



RETAIL SALES AND SERVICES  
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|  | City  | City  | City  | City  |
|--|-------|-------|-------|-------|
|  | Index | Index | Index | Index |

**Nevada**

|        |       |       |      |
|--------|-------|-------|------|
| ☆ Reno | 294.0 | 133.6 | 6.60 |
|--------|-------|-------|------|

**New Hampshire**

|            |       |      |      |
|------------|-------|------|------|
| Manchester | 207.8 | 94.5 | 7.00 |
|------------|-------|------|------|

**New Jersey**

|              |       |       |       |
|--------------|-------|-------|-------|
| ☆ Paterson   | 280.0 | 127.3 | 19.85 |
| ☆ Passaic    | 226.5 | 103.0 | 9.35  |
| ☆ Newark     | 195.0 | 88.6  | 61.15 |
| Camden       | 194.0 | 88.2  | 11.50 |
| Trenton      | 190.1 | 86.4  | 12.00 |
| Jersey City- |       |       |       |
| Hoboken      | 162.5 | 73.9  | 22.57 |

**New Mexico**

|               |       |       |      |
|---------------|-------|-------|------|
| ☆ Albuquerque | 320.1 | 145.5 | 6.12 |
|---------------|-------|-------|------|

**New York**

|                   |       |       |        |
|-------------------|-------|-------|--------|
| ☆ Hempstead Twsp. | 270.4 | 122.9 | 29.20  |
| ☆ Binghamton      | 236.0 | 107.3 | 9.65   |
| ☆ Schenectady     | 224.7 | 102.1 | 9.45   |
| Niagara Falls     | 218.1 | 99.1  | 7.25   |
| New York          | 215.0 | 97.7  | 550.00 |
| Troy              | 208.0 | 94.5  | 5.84   |
| Jamestown         | 206.0 | 93.6  | 3.80   |
| Rochester         | 205.8 | 93.5  | 33.00  |
| Elmira            | 200.2 | 91.0  | 5.30   |
| Albany            | 198.5 | 90.2  | 13.25  |
| Syracuse          | 196.6 | 89.4  | 20.15  |
| Buffalo           | 185.8 | 84.5  | 45.00  |
| Utica             | 173.0 | 78.6  | 8.65   |

**North Carolina**

|                 |       |       |       |
|-----------------|-------|-------|-------|
| ☆ Asheville     | 301.0 | 136.8 | 8.00  |
| ☆ Durham        | 300.0 | 136.4 | 8.35  |
| ☆ Charlotte     | 285.1 | 129.6 | 13.50 |
| ☆ Greensboro    | 254.5 | 115.6 | 7.45  |
| ☆ Winston-Salem | 228.4 | 103.8 | 7.25  |
| Raleigh         | 175.0 | 79.5  | 4.65  |

**North Dakota**

|               |       |       |      |
|---------------|-------|-------|------|
| ☆ Grand Forks | 296.0 | 134.5 | 3.25 |
| ☆ Fargo       | 230.0 | 104.5 | 4.80 |

**Ohio**

|              |       |       |        |
|--------------|-------|-------|--------|
| ☆ Akron      | 291.5 | 132.5 | 30.50  |
| ☆ Warren     | 255.5 | 116.1 | 5.00   |
| ☆ Dayton     | 251.8 | 114.5 | 29.45  |
| ☆ Cleveland  | 231.0 | 105.0 | 100.00 |
| ☆ Columbus   | 230.7 | 104.9 | 35.50  |
| ☆ Toledo     | 225.3 | 102.4 | 31.75  |
| ☆ Zanesville | 224.2 | 101.9 | 4.62   |
| Canton       | 217.0 | 98.6  | 11.48  |
| Youngstown   | 207.1 | 94.1  | 19.25  |
| Cincinnati   | 204.3 | 92.9  | 56.33  |
| Springfield  | 203.2 | 92.4  | 6.80   |
| Steubenville | 181.9 | 82.7  | 4.61   |

**Oklahoma**

|               |       |       |       |
|---------------|-------|-------|-------|
| ☆ Muskogee    | 224.1 | 101.8 | 4.50  |
| Tulsa         | 209.5 | 95.2  | 18.75 |
| Oklahoma City | 209.0 | 95.0  | 26.00 |

**Oregon**

|            |       |       |       |
|------------|-------|-------|-------|
| ☆ Salem    | 289.2 | 131.5 | 4.75  |
| ☆ Portland | 259.0 | 117.7 | 48.25 |

**Pennsylvania**

|              |       |       |       |
|--------------|-------|-------|-------|
| ☆ York       | 251.5 | 114.3 | 7.60  |
| ☆ Chester    | 245.1 | 111.4 | 8.12  |
| ☆ Erie       | 234.1 | 106.4 | 10.85 |
| ☆ Altoona    | 230.0 | 104.5 | 7.33  |
| Allentown    | 213.2 | 96.9  | 10.45 |
| Wilkes-Barre | 209.3 | 95.1  | 8.11  |
| Pittsburgh   | 201.0 | 91.4  | 75.22 |
| Lancaster    | 199.3 | 90.6  | 8.00  |
| Johnstown    | 196.5 | 89.3  | 7.18  |

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|  | City  | City  | City  | City  |
|--|-------|-------|-------|-------|
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**Pennsylvania (Cont'd)**

|              |       |      |        |
|--------------|-------|------|--------|
| Harrisburg   | 193.7 | 88.0 | 10.15  |
| Philadelphia | 193.0 | 87.7 | 177.75 |
| Williamsport | 189.0 | 85.9 | 4.44   |
| Scranton     | 174.0 | 79.1 | 10.00  |
| Reading      | 171.1 | 77.8 | 10.25  |

**Rhode Island**

|            |       |      |       |
|------------|-------|------|-------|
| Woonsocket | 215.8 | 98.1 | 5.37  |
| Providence | 205.0 | 93.2 | 36.00 |

**South Carolina**

|               |       |       |      |
|---------------|-------|-------|------|
| ☆ Spartanburg | 311.5 | 141.6 | 6.00 |
| ☆ Greenville  | 284.1 | 129.1 | 7.50 |
| ☆ Charleston  | 258.4 | 117.5 | 8.05 |
| ☆ Columbia    | 245.0 | 111.4 | 7.85 |

**South Dakota**

|               |       |       |      |
|---------------|-------|-------|------|
| ☆ Aberdeen    | 311.4 | 141.5 | 1.95 |
| ☆ Sioux Falls | 260.0 | 118.2 | 6.85 |

**Tennessee**

|               |       |       |       |
|---------------|-------|-------|-------|
| ☆ Knoxville   | 293.5 | 133.4 | 14.05 |
| ☆ Nashville   | 251.4 | 114.3 | 17.00 |
| ☆ Memphis     | 250.0 | 113.6 | 32.50 |
| ☆ Chattanooga | 231.0 | 105.0 | 12.58 |

**Texas**

|                  |       |       |       |
|------------------|-------|-------|-------|
| ☆ Waco           | 284.2 | 129.2 | 5.75  |
| ☆ El Paso        | 281.1 | 127.8 | 8.52  |
| ☆ Fort Worth     | 276.8 | 125.8 | 20.85 |
| ☆ San Antonio    | 275.8 | 125.4 | 20.61 |
| ☆ Houston        | 273.2 | 124.2 | 52.12 |
| ☆ Dallas         | 269.5 | 122.5 | 45.85 |
| ☆ Amarillo       | 258.1 | 117.3 | 5.40  |
| ☆ Corpus Christi | 256.2 | 116.5 | 7.05  |
| ☆ Wichita Falls  | 253.6 | 115.3 | 4.78  |
| ☆ Austin         | 245.0 | 111.4 | 7.22  |
| ☆ Beaumont       | 245.0 | 111.4 | 6.50  |
| ☆ Galveston      | 195.6 | 88.9  | 5.00  |

**Utah**

|                |       |       |       |
|----------------|-------|-------|-------|
| ☆ Ogden        | 318.0 | 144.5 | 7.50  |
| Salt Lake City | 214.2 | 97.4  | 20.75 |

**Vermont**

|            |       |      |      |
|------------|-------|------|------|
| Burlington | 198.5 | 90.2 | 3.75 |
|------------|-------|------|------|

**Virginia**

|                |       |       |       |
|----------------|-------|-------|-------|
| ☆ Portsmouth   | 275.0 | 125.0 | 6.11  |
| ☆ Norfolk      | 262.3 | 119.2 | 17.80 |
| ☆ Richmond     | 231.2 | 105.1 | 27.00 |
| ☆ Newport News | 230.0 | 104.5 | 5.92  |
| ☆ Roanoke      | 220.9 | 100.4 | 7.02  |
| Lynchburg      | 192.5 | 87.5  | 5.69  |

**Washington**

|           |       |       |       |
|-----------|-------|-------|-------|
| ☆ Tacoma  | 288.7 | 131.2 | 19.20 |
| ☆ Seattle | 259.3 | 117.9 | 61.08 |
| ☆ Spokane | 240.0 | 109.1 | 18.35 |

**West Virginia**

|              |       |       |      |
|--------------|-------|-------|------|
| ☆ Huntington | 237.5 | 108.0 | 7.82 |
| ☆ Charleston | 217.0 | 98.6  | 9.75 |
| ☆ Wheeling   | 163.5 | 74.3  | 6.77 |

**Wisconsin**

|             |       |       |       |
|-------------|-------|-------|-------|
| ☆ Milwaukee | 256.7 | 116.7 | 59.50 |
| ☆ Madison   | 244.5 | 111.1 | 8.65  |
| ☆ Green Bay | 244.2 | 111.0 | 5.90  |
| ☆ Sheboygan | 241.3 | 109.7 | 4.19  |
| ☆ La Crosse | 234.0 | 106.4 | 4.55  |
| ☆ Superior  | 233.8 | 106.3 | 3.05  |
| ☆ Manitowoc | 225.0 | 102.3 | 3.10  |

**Wyoming**

|            |       |       |      |
|------------|-------|-------|------|
| ☆ Cheyenne | 253.0 | 115.0 | 3.15 |
|------------|-------|-------|------|

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is all the time—for consistent advertisers in newspapers.

"All business is local"—and regular users of this newspaper in this plus city in busy industrial New England know it—and cash in on it.

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Figuring daily lineage alone, 52.8% appears in this favorite Buffalo newspaper. All of which is one more bit of evidence that whether you sell to men, or women, or both...

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*Buffalo Courier-Express*

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### SALES MANAGEMENT



BRIEF and pointed advertising on the large, illuminated dial of a Telechron electric clock sharpens your sales arguments. Prospects read about your product every hour of the day, every day of the year. In retail shops, they see your message when they're in the mood to buy. The moving arrow on the second-hand makes it impossible to overlook.

Telechron advertising clocks give your message staying power, too. It's still fresh and attractive after years of service. The clock's cost to you is less than \$1 a year. You can recapture this with a self-liquidating promotion.

Choose from a wide variety of colors and legible, distinctive dial patterns. Telechron's exclusive oiling system assures years of accurate time and low maintenance cost. Advertising clocks are available for all standard voltages and frequencies. For full details, write or wire Special Clock Division, Telechron Inc., Ashland, Massachusetts.



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# COMMENT

## IS COURTESY ON THE WAY BACK?

There are several straws in the wind to indicate that the motto "The customer is always right" may be with us again—perhaps not soon, but gradually as we move from a seller's into a buyer's market. A number of indications come from the grass roots country—the Middle West.

In its house organ the H. D. Lee Co., wholesale grocers in Kansas City, Mo., has established a "Public Be Pleased" department. Each month the Lee company honors some person who has provided the buying public with outstanding courteous service. The company suggests that business firms offer rewards to employees who receive favorable comment from their customers for rendering courteous service.

The Sherer-Gillett Co., Marshall, Mich., devotes its "Family Letter" from the factory to its sales staff to courtesy in selling. It's an excellent checklist of those intangibles which spell good-will. It makes the following points:

"Some weeks ago we raised the question as to what you were doing to keep prospects standing in *your* line against the time when you could deliver the merchandise they wanted. There are many points on which it is so easy to go wrong in this day of still-easy-to-get orders, that we may forget there is a time coming when we will need prospect good-will . . . when we'll need their confidence.

"Be sincere! When a prospect asks for something, he's deadly in earnest. He's prepared to be told he can't have it right away; he's even anticipating your answer that you don't know. So it's no time to be 'funny.' Tell him the story as you know it.

"Be Courteous! Sometimes it's hard to be patient when you've told the same story over and over again. However, it may be the first time the prospect has heard it. So give him the time he expects to have.

"Be frank—but don't exaggerate! Don't make it sound like an impossible task—one that you have no hopes of ever being able to accomplish.

"Be patient!—Even though you know all the answers as to why an order can't be filled right away, don't expect the customer to know.

"Make a promise—only if you can live up to it! If you promise the third refrigerator that comes in, make it a point to see that he gets it.

"Even more than in normal times, distributors and salesmen have the opportunity to build good-will for themselves and their products. It is good-will that will stand you in good stead later on.

"Likewise—and it will pay to keep this in mind—you'll find plenty of 'prospects' who 'register' with you and they won't be prospects when you get an item they said they wanted. Don't hold it against them if they

don't take it—at least don't let them know you are mentally adding their name to your private list of non-favorite people.

"Build for the future by building good-will now."

## MUST IT BE BOOM and BUST?

Now that the Government has called off meat controls and indicated a speedy decontrol policy on everything else except rents, business is on the spot.

Business is on the spot where it can cash in immediately and get almost anything it asks for hard-to-get items.

Business is on the spot where it can bring about an unparalleled wave of strikes if its price increases add up appreciably more than any additions to the worker's pocketbook.

Business is on the spot where it can price itself right out of one market after another—if it is greedy, and takes the last penny it can get right now. And business is on the spot where it must prove—for a long time to come—whether or not our largely unregulated private enterprise system works well for the great mass of Americans. If it doesn't—and we have a boom followed by a bust—then look for Government controls such as we have never seen—here.

Now readers of SALES MANAGEMENT are in a position where they can exercise a decisive vote on the price policies of their companies.

PLEASE counsel *moderation* in price advances. *Don't* grab because it's easy to grab. Don't feel that you have to follow your competitor. If he pursues a policy of getting-his-while-the-getting-is-good, don't follow him in being a damned fool.

Take it easy. Content yourself with a half—better still, a quarter—of the price advance you might be able to get away with for the moment.

For if we have inflation . . . oh, brother, that's what gave Hitler his chance. It *might* happen here, but could we possibly be that dumb?

We have been known as a nation of independent people. Let's continue that way. Let's all agree that we do not want inflation; let's agree that each one of us can do something about it; let's agree that our pricing policy should be based upon what we know to be sound future planning for our company, our industry, our nation—and to hell with what some misguided competitor happens to do.

Exact figures are meaningless when describing an inflationary spiral, but check up, if you care to, on what happened in Hungary just this year. What one could buy for 100 *pengo* a year or so ago, cost last June something like 460,000,000,000,000,000,000,000,000 *pengo*. Who would get any fun out of running that one up on a cash register?